UNITED STATES MARINE CORPS
2D MARINE AIRCRAFT WING
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From: Commanding General
To: Distribution List

Subj: 2D MARINE AIRCRAFT WING BATTLESTAFF STANDARD OPERATING PROCEDURES (SHORT TITLE: 2D MAW BATTLESTAFF SOP)

Ref: (a) 2d MAW Table of Organization
(b) MCWP 5-1 (MCPP)
(c) MCWP 3-25.4 TACC Handbook

Encl: (1) LOCATOR SHEET

1. Purpose. The intent of this SOP is to provide a single source document to assist in the deployment/employment of the 2d MAW Tactical Air Command Center. This SOP is designed to be used by all TACC and ACE Staff personnel for initial familiarization of how the TACC functions and for deployment/contingency planning/rapid response.

2. Cancellation. WgO 3020.1.

3. Action. The mission of 2d MAW, II MEF is to conduct air operations in support of Fleet Marine Forces, Atlantic and II Marine Expeditionary Force to include offensive air support, anti-air warfare, assault support, aerial reconnaissance including active and passive electronic countermeasures (ECM), and control of aircraft and missiles. As a collateral function, 2d MAW may participate as an integral component of Naval aviation in the execution of such other Navy functions as the Fleet Commander may direct.

4. TACC. The TACC serves as the senior MAGTF air command and control agency and provides the operational command post for the Aviation Combat Element (ACE) commander. The TACC is the facility from which the ACE commander and his battlestaff plan, supervise, coordinate, and execute all current and future MAGTF air operations.

a. Organization. The TACC is organized into five sections: Future Plans, Future Operations (FOPS), Air Combat Intelligence (ACI), Current Operations (COPS), and the Leadership Cell. All Sections are directly responsible to the Tactical Air Commander for planning and executing the air campaign.

b. Scalability. The TACC organizational structure as described within reference (c) is flexible to meet the requirements of the ACE Commander across a wide range of potential military operations. This SOP focuses on the likely real world contingencies anticipated by 2dMAW with emphasis on expeditionary TACC operations. As 2dMAW has had the opportunity to recently conduct/host a Joint Air Operations Center, a chapter is included which captures the key data points associated with conducting joint air operations.

c. Training. Training to ensure peak combat readiness based upon unit core competencies is the responsibility of every Marine. The Expeditionary TACC (XTACC) described within this SOP reflects 2d MAW's core competency.

5. Action. It is incumbent upon every Marine associated with TACC operations to become familiar with this document and to use it as the source document.

6. Updates/Changes. As with any reference material, this document must be maintained and updated to keep pace with the rapidly evolving role and procedures within the command, control, and communications community. Changes are welcomed and should be submitted to the 2dMAW Battlestaff (G-7). This document will be reviewed and updated annually.

T. D. ROGERS
Chief of Staff

Distribution: (A)

LOCATOR SHEET

Subj: 2D MARINE AIRCRAFT WING BATTLESTAFF STANDARD OPERATING PROCEDURES (Short Title: 2d MAW BATTLESTAFF SOP)

Location: _____

(Indicate the location(s) of the copy(ies) of this Manual.)

2D MAW BATTLESTAFF SOP

RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Incorporated Change

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CHAPTER 1

SECTION I

FUTURE PLANS

I. Organization/Positions/Responsibilities

A. Organization.

1. Future plans consist of a number of ACE personnel tasked to provide estimates of supportability and support plans for the next MAGTF mission change (sequel(s)). Future Plans is comprised of personnel from the ACE staff built around a nucleus of MOS credible aviation planners. Functional staff representation is provided, as required, to facilitate planning. Future plans is structured around a single watch section. This watch section forms the core of the ACE Operational Planning Team (OPT). The future plans officer may need to shift personnel to meet planning, decision, execution, and assessment (PDE&A) timelines for the delivery of required support planning products. Future Plans is organized as shown in Appendix B.

2. Future plans is responsible to the ACE G-3 for aviation planning in support of the next MAGTF mission change. Future plans will:

a. Maintain close and continuous liaison with MAGTF Future Plans.

b. Conduct deliberate planning for MAGTF operation plans (OPLANs) and follow-on MAGTF missions associated with the current operation.

c. Develop aviation courses of action (COAs) for each follow-on MAGTF mission under development.

d. Develop ACE estimates of supportability for each follow-on MAGTF mission under development.

e. Develop and refine OPLANs or OPORDs associated with each follow-on MAGTF mission.

f. Provide detailed and fully integrated deployment, employment, mobilization, and sustainment plans for follow-on MAGTF missions.

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g. Prepare necessary briefs for COA and/or supportability decision briefs.

h. Develop the OPORD once the ACE Commander approves the COA/CONOPS.

i. Assist future ops, as required.

3. The future plans officer (LtCol 75XX/7202) is directly responsible to the ACE G-3/TACC Director for the overall direction and supervision of future plans. The future plans officer will function as the ACE strategy officer. The future plans officer will:

a. Supervise the preparation and setup of future plans.

b. Develop aviation strategy for the ACE.

c. Provide aviation plans and/or estimates of supportability to the MAGTF future plans section.

d. Develop ACE planning milestones.

e. Coordinate ACE staff inputs to the planning process.

f. Conduct necessary liaison with higher, adjacent, and subordinate commands to ensure planning accuracy and timeliness.

g. Conduct required plans briefs for the ACE commander and battlestaff.

h. Supervise and coordinate with the ACE G-3, the overall development of the ACE OPORD.

4. Senior Planner. The senior planner (Maj-LtCol 75XX/7202) acts as the planning assistant to the future plans officer. The senior planner will:

a. Develop ACE COA and/or estimates of supportability for each follow-on MAGTF mission under development.

b. Manage the future plans staff and ensure milestones issued by the future plans officer/strategy officer are completed in a timely manner.

c. Review planning inputs received from future plans representatives to ensure accuracy and synergy.

d. Monitor, collect, and collate future plans inputs to each mission plan.

e. Prepare required operations and supporting plans.

5. Airspace Control Measures Planner. The airspace control measures planner (GySgt-Maj 72XX) is responsible to the future plans officer for developing airspace control measures associated with each MAGTF mission plan under development. The airspace control measures planner will:

a. Develop airspace or control concepts necessary to ensure positive and/or procedural control of aviation assets.

b. Identify and rectify possible conflicts associated with needed or planned control measures and schemes of maneuver within each COA under development. This includes the deconfliction of airspace with other supporting arms/schemes of maneuver, specifically with the GCE, in support of MAGTF operations.

c. Coordinate with the MACG and the future plans communications and information systems connectivity planner to ensure that each COA is supportable.

d. Identify and report the pros and cons of airspace control for each COA developed during mission planning to the senior planner.

e. Act as the primary liaison with the MAGTF future plans, the joint air operations center, combat plans, air strategy cell, and the MACG in matters pertaining to airspace control planning.

f. Assist the ACA and FOPS in the development of the ACP/ACO.

6. Air Defense Planner. The air defense planner (Lt-Capt 72XX) is responsible to the future plans officer for developing air defense plans associated with each MAGTF mission plan under development. The air defense planner will:

a. Develop air defense concepts necessary to ensure positive and/or procedural control of air defense assets.

b. Identify and rectify possible conflicts associated with needed or planned control measures and schemes of maneuver within each COA under development.

c. Coordinate with the Marine air control group and the future plans communications and information systems connectivity planner to ensure each COA is supportable.

d. Identify and report the pros and cons of air defense for each COA developed during mission planning to the senior planner.

e. Act as the primary liaison with the Marine air-ground task force's future plans, the joint force air component commander's combat plans air strategy and air defense cells, and the Marine air control group in matters pertaining to air defense planning.

7. Assault Support Planner. The assault support planner (Capt-Maj 75XX) is responsible to the future plans officer for developing all support aviation plans and estimates of supportability associated with each MAGTF mission plan under development. The assault support planner will:

a. Develop aviation plans associated with assault support and general aviation support including helicopter borne operations, rotary wing CAS, tanker support, and unmanned aerial vehicle (UAV) use.

b. Identify and rectify possible conflicts associated with assault support and general aviation support availability and the schemes of maneuver within each COA under development.

c. Identify and report assault support and general aviation support pros and cons for each COA developed during mission planning to the senior planner.

d. Coordinate with Marine aircraft groups (MAGs), air-space planner, LNOs, and the future plans staff to ensure each COA is supportable in terms of deconfliction and support required.

e. Act as the primary liaison between future plans and the MAGTF future plans in matters pertaining to helicopter borne and general aviation support operations.

8. Strike Support Planner. The strike support planner (Capt-Maj 75XX) is responsible to the future plans officer for developing strike aviation plans/estimates of supportability associated with each MAGTF mission plan under development. The strike support planner will:

a. Develop aviation plans associated with air interdiction (AI), offensive anti-air warfare (OAAW), close air support (CAS), UAV use (in conjunction with ACI), and tactical aviation support.

b. Identify and rectify possible conflicts associated with strike aviation support availability and the schemes of maneuver within each COA under development.

c. Identify and report strike aviation support pros and cons for each COA developed during mission planning to the senior planner.

d. Coordinate with MAGs, airspace planner, LNOs, and the future plans staff to ensure each COA is supportable in terms of deconfliction and support required.

e. Act as the primary liaison between future plans and the MAGTF future plans in matters pertaining to AI, OAAW, and CAS operations.

9. Functional Staff Planners

a. Intelligence Planner. The intelligence planner is the primary liaison between future plans and the ACE G-2. The intelligence planner will:

1) Prepare intelligence annexes and estimates for operations and supporting plans developed by future plans.

2) Provide future plans intelligence updates and estimates throughout the mission planning cycle.

3) Produce, collate, and submit priority intelligence requirements (PIRs) needed by future plans for mission planning.

4) Provide the ACE G-2 with periodic COA and mission briefs to allow them to prepare for upcoming mission changes.

5) Provide the future plans officer/strategy officer and senior planner updated intelligence asset availability and status.

6) Maintain and update the current and projected enemy situation in future plans.

7) Prepare and deliver the intelligence portion of briefs provided to the ACE commander and ACE battlestaff by future plans.

b. Logistics Planner. The logistics planner is the primary liaison between future plans and the ACE G-4. The logistics planner will:

1) Prepare logistics annexes for operations and supporting plans developed by future plans.

2) Develop logistics estimates of supportability for all COA pro-vided by the MAGTF future plans.

3) Coordinate with FOPS automated logistics data base inputs to applicable systems (e.g., TBMCS) for use within future plans/ops.

4) Provide the ACE G-4 with periodic COA and mission briefs to allow them to prepare for upcoming mission changes.

5) Prepare and deliver the logistics portion of all briefs provided to the ACE commander and ACE battlestaff by future plans.

c. Aviation Support Planner. The aviation support planner is the primary liaison between future plans and ACE ALD. The aviation support planner will:

1) Prepare aviation logistics annexes for all operations and supporting plans developed by future plans.

2) Develop all aviation logistics estimates of supportability for all COAs provided by the MAGTF future plans.

3) Coordinate with FOPS automated aviation logistics data base inputs to applicable systems (e.g., TBMCS) for use within future plans/ops.

4) Provide ALD with periodic COA and mission briefs to allow them to prepare for upcoming mission changes.

5) Prepare and deliver the aviation logistics portion of all briefs provided to the ACE Commander/battlestaff by future plans.

d. Communications and Information Systems (CIS) Planner. The communications and information systems (CIS) planner is the primary liaison between future plans and the ACE G-6. The CIS planner will:

1) Provide estimates of supportability of each COA.

2) Prepare CIS plans, estimates of supportability, and annexes for operations orders and supporting plans.

3) Keep G-6 informed concerning all COAs and mission briefs.

4) Coordinate CIS matters with ACE/TACC Battlestaff groups and other units as required.

5) Provide the CIS portion of the daily brief.

6) Ensure that all CIS personnel and equipment are proper identified, sequenced, and included in the TPFDD.

e. Ordnance Planner. The ordnance planner is the primary liaison between future plans and ACE ALD ordnance. The ordnance planner will:

1) Assist the aviation support planner in preparing aviation logistics annexes (relating to aviation ordnance) for operations and supporting plans developed by future plans.

2) Develop aviation ordnance estimates of supportability for COA provided by the MAGTF future plans.

3) Assist to populate and maintain automated aviation ordnance data bases within applicable systems (e.g., TBMCS) for use within future plans.

4) Assist the aviation support plan in providing ALD with periodic COA and mission briefs to allow them to prepare for upcoming mission changes.

5) Assist the aviation support planner in preparing the aviation logistics portion of all briefs provided to the ACE commander and ACE battlestaff by future plans.

f. Embarkation Planner. The embarkation planner is the primary liaison between future plans and ACE G-4 embarkation. The embarkation planner will:

1) Assist the logistics planner in preparing logistics annexes (relating to embarkation and movement of personnel, material, and supply) for operations and supporting plans developed by future plans.

2) Develop embarkation estimates of supportability for COA pro-vided by the MAGTF future plans.

3) Populate and maintain automated embarkation data bases (e.g., aviation, shipping, amphibian) within applicable systems (e.g., MAGTF II) for use within future plans.

4) Assist the logistics planner in providing the G-4 with periodic COA and mission briefs to allow them to prepare for upcoming mission changes. Assist the logistics planner in preparing the logistics (embarkation) portion of briefs provided to the ACE commander and ACE battlestaff by future plans.

5) Collate and prepare load plans required for movement of ACE forces in support of mission plans developed.

g. Senior MAGTF Planner. The senior MAGTF planner is responsible to the future plans officer for matters relating to planning administration and systems maintenance. The senior MAGTF planner will:

1) Use and manage the Global Command and Control System (GCCS).

2) Develop, refine, and manage the time-phased force and deployment data (TPFDD).

3) Produce, maintain, and update friendly dispositions (current and projected) using standard military symbols, tactical maps, and charts associated with the theater of operations and used by future plans for planning purposes.

4) Type, reproduce, and disseminate all briefs, operations orders, operations plans, supporting plans, and estimates of supportability produced by future plans.

5) Populate and maintain automated data bases and briefing charts within applicable systems (e.g., MAGTF II, TBMCS) for use within future plans.

6) Provide general support to future plans.

7) Manage assigned MAGTF planners.

8) Report all problems relating to equipment, communications, and personnel to the future plans officer.

h. MAGTF Planners. MAGTF planners are responsible to the future plans officer for all administrative and communications functions associated with future plans. MAGTF planners will:

1) Use and manage GCCS.

2) Develop, refine, and manage the TPFDD.

3) Produce, maintain, and update friendly dispositions (current and projected) using standard military symbols, tactical maps, and charts associated with the theater of operations and used by the future plans staff for planning purposes.

4) Type, reproduce, and disseminate briefs, operations orders, operations plans, supporting plans, and estimates of supportability produced by future plans.

5) Populate and maintain automated data bases within applicable systems (e.g., MAGTF II, TBMCS) for use within future plans.

6) Provide general administrative support to future plans.

7) Maintain communications with higher, adjacent, and subordinate commands using all available communications and dissemination equipment.

10. Orders Development. Future Plans is responsible for developing ACE OPPLANs/OPORDs. The future plans OPT is responsible for orders development.

a. Orders Development Officer. The Future Plans Officer will designate the Orders Development Officer. The Orders Development Officer is a member of Future Plans and is responsible to the future ops officer for overseeing the orders development and current planning process. The orders development officer will:

1) Stand up and direct the ACE OPT.

2) Develop ACE OPORDs or FRAGOs based on ACE support plans prepared by future plans.

3) Plan and coordinate large-scale helicopter operations (taskings, routes, escort), projected strike packages, combat search and rescue (CSAR), tactical recovery of aircraft and personnel (TRAP), combat air patrol (CAP), suppression of enemy air defenses (SEAD), air command and control functions, and aviation support requirements to meet planned aviation needs beyond the ATO timeline but short of the next significant change to the major subordinate command (MSC) mission being developed by future plans.

4) Assist with functions required to meet ATO timelines.

5) Coordinate continuously with the ATO development officer and the future ops officer about orders development and near-term plans and requirements.

6) Prepare plans associated with reorganization, liaison and augmentation, and connectivity required to assume JFACC/JAOC responsibilities, as required.

11. Operational Planning Team (OPT). The ACE uses a non-general staff approach to planning that centers upon the OPT. The OPT is made up of personnel already present within the cognizant staff sections. It is not a separate or additional staff. For 2d MAW, Future Plans forms the core of the OPT and is augmented as necessary by subject matter experts (SMEs) within the ACE Staff sections/liaison officers. Although the OPT's organization is dependent upon mission requirements, its baseline structure is depicted in figure 1.

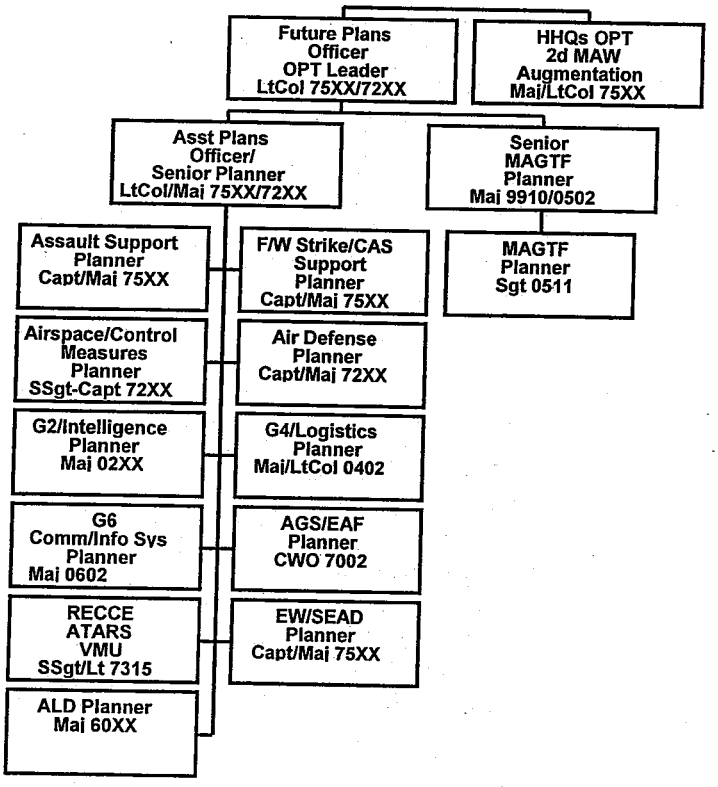


Figure 1

a. OPT Essentials.

1) OPT Facility. The OPT forms and conducts operational planning from within the Future Plans Section of the Tactical Air Command Center or other designated area. Ensure the HHQ mission statement and intent (two levels up) are posted to include Maps containing the Area of Operations (AO) and Area of Interest (AI).

2) OPT Initiation and Guidelines. The first time the OPT forms ensure a roll call is conducted to make certain that the appropriate staff representation is present. The following rules should be followed in order efficiently and effectively conduct an OPT.

a) All OPT members must understand and explain their role to include any dual-hat roles, such as, liaison/staff officers.

b) Give all OPT members sufficient time to read orders, background information, and SOPs.

c) Establish and adhere to time lines. The OPT facilitator establishes this.

d) Synchronize time line with battle rhythm. This includes making time available to allow liaison officers to coordinate with their respective units/commands.

e) OPT members need to keep their principle staff officers informed.

f) Encourage input from every OPT member.

g) Require a group consensus to remove items on matrixes.

h) The facilitator determines the "good idea cut-off time."

i) Resolve disagreements within the OPT by having each party present their viewpoint.

j) Record all issues, questions and responses; post them for all OPT members to read.

k) Identify at least two note-takers/scribes whenever briefing the ACE Commander.

l) Designate specific briefer for all briefings.

m) Specify which OPT members have "speaking roles" during briefings.

3) Useful References for the OPT. See Appendix C for a current listing of recommended publications to have on hand to facilitate OPT planning.

II. Future Plans Functions and Products

A. ACE Planning Process. The ACE planning process employs the six steps of the Marine Corps Planning Process (MCPP). Although each step of the MCPP, as it pertains to aviation planning, will be discussed in greater detail within this SOP. The following is a brief description of each of the planning Steps.

1. Mission Analysis. Mission analysis is a review and analysis of orders, guidance, and other HHQ information to produce a unit mission statement. This is the foundation in the ACE planning process.

2. Course of Action (COA) Development. COA development is when we use the mission statement, commander's intent and planning guidance to develop several courses of action that meet the requirement of suitability, feasibility, acceptability, completeness, as well as being different. They must also take into consideration current as well as anticipated/potential changes in the situation.

3. COA Analysis. This step involves an adversarial wargame between members of future plans and a "Red Cell" that employs the threat's doctrine. COA analysis or "wargaming" facilitates the identification of a possible COA's strengths and weaknesses, risks, and asset shortfalls. Wargaming will also identify branches and potential sequels for additional planning.

4. COA Comparison and Decision. This step requires the ACE Commander to evaluate each of the friendly COAs, first against his established criteria, then against each

other. From this comparison, he selects the COA most likely to accomplish the mission.

5. Orders Development. Once a COA is approved, more detailed planning begins. The result is to capture in the form of a five paragraph order the actions that a unit is directed to accomplish. Orders are the principle means by which the commander expresses his decision, intent, and guidance.

6. Transition. Within this step, the published OPORD or FRAGO is distributed from future plans to future and current operations as well as each of the major subordinate elements within the Wing for execution. If at all possible it is desirable to have one of the planners to accompany the order through future operations, the ACE staff, and current operations in order to ensure the specifics are understood and to enhance situational awareness.

B. Mission Analysis.

1. Mission analysis is the first step in the MCPP. It focuses on analyzing what needs to be done. Basic questions to this step include:

- What must we do?
- What do we need to do?
- What do we need?
- What don't we have?
- What do we need to disseminate?

Prior to beginning this step, there are several inputs or products required to facilitate mission analysis. These products include the Commander's orientation to include his Commander's Battlespace Area Evaluation (CBAE) and Commander's Intent, the HHQ warning order or operations order, known constraints and restraints, and intelligence preparation of the battlefield (IPB) products (MCOO/Doctrinal Templates).

2. It is recommended that the mission analysis process conform to the following steps and focus on producing the subsequent products.

a. Identify the HHQ mission and commander's intent. This information can be found within the HHQ OPORD or FRAGO.

b. Identify tasks that the command is expected/required to perform. These tasks do not include routine, inherent, or SOP tasks. There are three types of tasks - Specified, Implied, and Essential.

1) Specified Tasks. These are tasks specifically assigned to a unit by its HHQ. They are derived primarily form the mission and execution paragraphs of the HHQ OPORD, but may be found elsewhere, such as in the coordinating instructions or annexes. Any specified task that pertains to any element of the unit should be recorded. Specified Tasks may also come from the Commander's Orientation brief, specifically, from his guidance.

2) Implied Tasks. These are tasks that should be performed to accomplish specified tasks, but that are not explicitly stated within the HHQ OPORD. Implied Tasks emerge from analysis of the HHQ OPORD, the threat, and the terrain/weather.

3) Essential Tasks: These are specified or implied tasks that define mission success; they form the basis of the mission statement.

c. Determine the Area if Interest (AI). This is the area of concern to the commander per the Commander's Battlespace Area Evaluation (CBAE).

d. Review Assets and Identify Resource Shortfalls.

1) Request augmentation of personnel and equipment where required.

e. Determine Key Factors.

1) Determine constraints and restraints. A constraint (must do) is a requirement placed on the command by a higher command to dictate an action. A restraint (can't do) restricts the freedom of action the subordinate commander has for planning a mission.

f. Identify Priority Intelligence Requirements (PIRs) associated with a decision that affects overall mission accomplishment. They are prioritized in order to define the intelligence collection plan. PIRs are framed to determine:

1) Enemy capabilities that affect the mission.

2) Exploitable enemy vulnerabilities.

3) The next tactical or operational decision.

4) Information needed to preclude surprise.

5) Essential weather, terrain, and hydrographic information.

6) Effect of the local population/other forces on the ACE's mission.

g. Determine Assumptions. Assumptions should be logical and realistic and should only be established when it is essential for continued planning. Avoid assuming away a threat capability. Every effort must be made to validate assumptions as a matter of fact. Assumptions upon which the plan is based that are not validated prior to mission execution become risks.

h. Draft mission statement. The mission statement must answer: *who, what, when, where* and *why*. The *what* embodies the essential tasks.

i. Mission Analysis Briefing. At the conclusion of mission analysis, the OPT reviews with the ACE Commander the products of mission analysis *in order to gain his approval of the mission statement.* The mission analysis brief may be as simple as a proposed mission statement or may include the following general format and sequence:

1) Situation Update including elements of the battlespace environment, Area of Operations, and Area of Interest.

2) Intelligence Estimate, which includes terrain and weather analysis and possible enemy courses of action.

3) Mission of HHQ.

4) Intent of HHQ (two levels up).

5) ACE Commander's Intent.

6) ACE Commander's Guidance.

7) Review Tasks.

a) Specified tasks.

b) Implied tasks.

c) Essential tasks.

d) Review assumptions.

e) Review constraints.

f) Review restraints.

8) Review Shortfalls (both subject matter experts and resources).

9) Center of Gravity Analysis.

a) Friendly.

b) Enemy.

c) Requests for information.

d) Recommended CCIRs.

10) Proposed mission statement. Purpose of the Mission Analysis Brief is to get an approved mission statement and approved tasks from the ACE Commander. Once approved, the OPT will draft and issue a Warning Order to subordinate commands within the ACE.

11) Warning Order. The warning order should include the mission statement, the commander's intent, and any other information that will assist subordinate units with their planning.

12) Convene/Alert the Red Cell. Within the TACC Battlestaff and ACE Battlestaff, subject matter experts may be designated as the Red Cell. The Red Cell will begin planning

C. Course of Action Development. This purpose of this step within the MCPP is to generate options for follow-on analysis and comparison that will satisfy the mission, intent and guidance of the ACE Commander. The development of COAs will broadly state potential solutions to an assigned mission. The OPT will develop several COAs for follow-on analysis and comparison.

1. COA Development Process. After reviewing the mission analysis and mission statement, the commander issues Commander's Planning Guidance (CPG) to focus on COA development. This guidance should be specific enough to focus the planning effort, but not so specific as to impede development of multiple COAs. COA development requires both analysis and synthesis. There are two basic questions within this step that need to be answered.

- What to we want to do?
- How do we want to do it?

Based upon a METT-T analysis, threat vs. friendly capabilities assessment, and a determination of possible employment options, we develop broad COAs relative to the "what" and "how" of the operation. The "how" is the essence of COA development and is sparked by the CPG.

2. Inputs to the COA development process. The following products from the previous/mission analysis step are required in order to facilitate COA development.

a. ACE Mission Statement.

b. Tasks and Intent provided by HHQ.

c. ACE Commander's Intent to subordinates.

d. ACE Commander's Planning Guidance.

e. Battlespace Geometry.

f. CCIRs (updated).

g. List of ACE Specified Tasks.

h. List of ACE Implied Tasks.

i. List of ACE Essential Tasks.

j. ACE Warning Order (if issued).

k. Requests for information.

l. Constraints/Restraints.

m. Assumptions.

n. Resource shortfalls.

o. Intelligence estimate.

3. Key COA Development Concepts. There are two types of COA development concepts - shaping actions and decisive actions. Both are used to assist the planning staff in determining the Wing's main effort, phasing of the operation, location of decisive events and other pertinent aspects of the operation.

a. Shaping Actions. The ACE can employ both lethal and non-lethal shaping activities to set the conditions for decisive actions across the entire battlespace. Our shaping actions may influence a threat capability, force, or decision through selected interactions with threat-based aspects of the battlespace. For example, attacking an unprotected bridge with lethal fires to prevent threat forces from crossing a river is a friendly capability interacting with a threat-based aspect (infrastructure) of the battlespace. Shaping may include the following objectives:

1) Limit the threat's freedom of action.

2) Deny the threat the capability to concentrate forces.

3) Deceive the threat as to friendly force intentions.

4) Destroy selected threat capabilities.

5) Alter the tempo of operations in our favor.

6) Gain and maintain momentum.

b. Decisive Actions. Decisive Actions are employed to cause a condition where our opponent is:

1) No longer willing or capable of imposing his will on the situation, or

2) Changes his COA to be more advantageous to us.

4. COA Development Techniques. The following techniques are recommended and will facilitate the development of ACE COAs.

a. Utilize Intelligence Preparation of the Battlefield (IPB) to view the threat and the environment.

b. Graphically array current and projected locations of friendly forces (airbase lay down).

c. Assess Relative Combat Power in order to gain an understanding of both friendly and threat force strengths/weaknesses relative to each other.

d. Identify weaknesses in the threat that can be exploited.

e. Protect friendly weaknesses from threat actions.

f. Analyze Centers of Gravity (COGs) and Critical Vulnerabilities (CVs).

1) Identify threat COGs and determine their CVs.

2) Design actions that will ultimately expose them to defeat.

g. Brainstorm possibilities to identify a wide variety of ways and methods to accomplish the assigned mission.

h. Develop rough cut COAs. Using the commander's guidance, develop, refine and expand the rough cut COA(s).

1) Ensure COAs conform with the following guidance:

a) Suitability. Does the COA accomplish the mission and comply with the commander's guidance?

b) Feasibility. Does the COA accomplish the mission within the available time, space and resources?

c) Variety. Does each COA significantly different?

d) Acceptability. Does the COA accomplish the mission at a justifiable cost in resources?

e) Completeness. Does the COA include a complete mission statement (who, what, when, where, why, and how)? Was the COA developed in accordance with the commander's guidance? Does the COA accomplish the essential tasks?

i. Prepare the COA graphic and narrative. The COA graphic and narrative clearly portray how the ACE will accomplish the mission and explains the concept of operations. Together, the graphic and narrative should identify:

1) Who (provide a notional task organization).

2) What (tasks).

3) When (on order, specific time, etc).

4) Where.

5) How.

6) Why (intent).

j. Prepare the COA Briefing. The OPT must tailor the COA brief to meet needs of the commander and the time available. To the degree it is possible, the ACE OPT will utilize standard briefing formats to help focus the brief and prevent omission of essential information (Appendix D contains standardized briefing formats). The OPT briefs only the complete, updated COAs that are developed sufficiently to undergo useful COA analysis. The brief will include a graphic COA sketch. The sketch does not have to be a detailed, stand alone product; however, it is always accompanied by a narrative and a synchronization matrix (Appendix D), time permitting, to assist visualization of the plan's specific details. The briefing should also include the following:

1) Updated intelligence estimate to include terrain and weather analysis, and threat evaluation.

2) Possible threat COAs to include most likely and most dangerous.

3) HHQ Mission Statement and commander's intent.

4) ACE Mission Statement.

5) ACE commander's intent.

6) ACE commander's planning guidance.

7) Relative combat power assessment.

8) Each COA sketch and narrative to include control measures, situation template(s), main effort, and associated risks.

9) Rational for each COA, to include, why the selected control measures were used, and why units are arrayed on the map as depicted.

10) Updated facts and assumptions.

11) Recommendations for COA analysis/wargaming to include possible enemy COAs and the commander's evaluation criteria.

12) The COA briefing may also include initial estimates of supportability from the principle staff and MSEs.

k. ACE Commander's Activities. Following the COA briefing, the ACE commander may select or modify COAs to be analyzed during COA analysis. He also provides, at this point, the following guidance:

1) Commander's Wargaming Guidance. The ACE commander gives any updates to intent, planning guidance, CBAE, and CCIRs as part of the wargaming guidance. This may include, but is not limited to:

a) List of friendly COAs to be wargamed against specific threat COAs. For example, COA 1 against the enemy's most dangerous COA.

b) The time line for the phase or stage of the operation about to be entered.

c) List of critical events that need to be wargamed.

d) Level of wargame detail. For example, wargame two levels down to the squadron/battalion level.

e) Refined commander's intent.

2) Commander's Evaluation Criteria. This criteria focuses the staff and facilitates the selection of the best COA. The ACE commander will provide evaluation criteria on the basis of the situation and his personal judgment. Additionally, he may select criteria related to the principles of war (surprise, mass, simplicity, etc.) or other criteria such as phasing, weighting the main effort, surge operations, and so on. He may also be concerned about risk (to include force protection), resources available, and time.

D. COA Analysis. Short of actually executing the COA, wargaming is the best test of a COA. It is a method of visualizing that portion of the operation. When conducted formally, it is a disciplined, interactive process to examine execution of the friendly COA(s) in relation to threat reaction. When conducted informally, it may be as

simple as a "what if" conversation between the ACE Commander and his OPT. Wargaming relies heavily upon the operational and tactical judgment and experience of the OPT. It is the process of action-reaction-counteraction that enables the ACE and his staff to visualize the flow of the battle/operation. This process provides the information necessary for the development of staff estimates. There are three basic questions to help guide the OPT in this step. First, will the COA work? Second, what will probably occur? Third, what if…?

1. Inputs to COA Analysis. The inputs required to conduct COA analysis are the same as for COA development with the exception of the following additions.

a. Supporting documentation for each COA to be analyzed. This includes the COA sketch and narrative, MSE estimates of supportability, and staff estimates.

b. Establishment of an OPFOR or "Red Cell" to role-play the threat during the wargaming process. The establishment of this cell will ensure the OPT remains focused upon the threat's capabilities to react dynamically to the friendly COA.

2. Red Cell. The Red Cell presents a "thinking enemy" that uses threat COAs in the wargaming. It uses threat doctrine and COAs developed by the intelligence section. This cell may also participate in the analysis of the enemy COGs. Key Red Cell functions include:

a. Define, refine and validate threat COAs.

b. Review enemy COGs and determine their associated critical vulnerabilities, capabilities, and requirements.

c. Function as the OPFOR element within the OPT during COA analysis.

3. Preparation for Wargaming. Before beginning wargaming, the OPT should post the following information or have it readily accessible:

a. Approved mission statement.

b. Commander's intent and planning guidance.

c. Assumptions.

d. Constraints and restraints.

e. Commander's critical information requirements.

f. Maps covering the entire area of operations and area of interest.

g. Friendly force list.

h. Enemy order of battle.

i. Modified combined obstacle overlay with terrain and weather analysis.

j. Current and projected enemy situation overlay.

k. Current and projected friendly situation overlay.

l. Enemy situation templates for each enemy COA.

m. Enemy event template and matrix.

n. OPT Planners will also need to have war game rules and recording tools (synchronization and COA war game matrices). Other preparation steps include:

1) Reviewing the friendly force list to consider all available units that can be committed.

2) Analyze previous assumptions to determine whether they are still valid. Most assumptions will impact the war game. It is important that the wargamers analyze each assumption as they proceed. This enables them to accurately brief the ACE commander regarding the consequences of the assumptions.

3) List and graphically display known critical events and decision points. A decision point is an event or a location within the battlespace where a tactical decision is required during mission execution. These may include:

a) Events that accomplish essential tasks listed during mission analysis.

b) All major events from current locations to mission accomplishment.

c) Enemy initiated events that trigger significant friendly actions or decisions.

d) Complex activities initiated by the friendly force that, even without direct pressure from the enemy, must be completed by a set time.

o. Decision points do not dictate the substance of the decision, only that a decision must be made because the event is expected to affect friendly COAs. Geographical decision points are almost always related to a specific type of enemy unit appearing at a specific location in the battlespace. Event-related decision points can relate to either the friendly force or the enemy. Decision points relate to critical events and are linked to named areas of interest and tactical areas of interest. A decision point may have an associated CCIR. Examples of decision points are as follows:

1) The ACE commander specifies that the ACE cannot begin shaping operations without an XTACC capability. When in the deployment cycle will that be achieved.

4. Select the War Game Method. Four wargaming techniques - sequence of essential tasks, avenue in depth, belt, and box - are available. Each technique is suited to a particular situation or type of command. Although, the ACE OPT will traditionally employ the Belt Technique, each will be discussed.

a. Sequence of Essential Tasks. The sequence of essential tasks highlights the initial shaping actions necessary to establish a sustainment capability and to engage enemy units in the deep battle area. At the same time, it enables the planners to adapt if the Red Cell commander executes a reaction that necessitates the reordering of the essential tasks. This technique also allows wargamers to concurrently analyze the essential tasks required to execute the concept of operations.

b. Avenue in Depth. Avenue in depth focuses on one avenue of approach at a time, beginning with the main effort. This technique is good for offensive COAs or for defensive situations when canalizing terrain inhibits mutual support.

c. Belt Technique. Belts divide the terrain into belts that span the width of the sector (defense), zone (offense), or area of operation. This technique is most effective when the terrain is divided into well-defined cross compartments during phased operations (e.g., a river crossing or helicopterborne assault), or when the enemy is deployed in clearly defined echelons. This technique is based on the sequential analysis of events in each belt; that is, events are expected to occur more or less simultaneously. This type of analysis is preferred because it focuses on essentially all forces affecting particular events in one timeframe. A belt will normally include more than one event. When time is short, the commander may use a modified belt technique; i.e., belts are separated and selected on the basis of the locations of critical events, which, again, are expected to occur in the same timeframe.

d. Box Technique. The box technique is a detailed analysis of a critical area, such as a colored landing beach, an infiltration route, or a raid objective. It is most useful when time is limited. This technique applies to all types of units. When using it, the staff isolates the area and focuses on the critical events within that area. The assumption is that the friendly units not engaged in the action can handle the situations in their region of the battlespace and the essential tasks assigned to them.

5. Select a Method to Record and Display Results. Recording the war game results gives the planners a record from which to:

a. Confirm and refine event templates.

b. Develop decision support templates.

c. Analyze the COA by using the evaluation criteria outlined earlier.

d. Build the task organization.

e. Prepare the order.

One method for recording the results of the war game is the synchronization matrix. It allows the staff to synchronize a COA across time and space in relation to the enemy COA. As shown in Appendix D, the first entry is the time period or phase of the operation. The second entry is the enemy action as determined by the Red Cell. The third entry records friendly decision points identified for that time interval based on the enemy's actions. Recorded on the remainder of the matrix are the activities during the game turn that the friendly force wargamers decide need to be performed to support the COA. The result is that the planners have evaluated their COA for a specific period of time, they have recorded the activities necessary to support the COA, and they have prepared a comprehensive snapshot of what the entire command should be executing during that period. As wargamers work across the remaining time periods or phases, they obtain a clear understanding of what the command and its subordinate commands must do to accomplish the mission.

The completed matrix facilitates the writing of two portions of the order if this COA is selected as the basis for the plan. By working horizontally across the matrix for each warfighting function, planners are able to describe in writing a clear concept for each warfighting function. By working across the matrix for each subordinate command, planners are able to prepare the tasks to subordinate commands portion of the OPORD.

6. Conduct the War Game. Time is a critical resource during wargaming, and rules are key to accomplishing the objectives of the war game in the least amount of time possible. Rules structure the discussions and keep the process objective and focused. The following rules should be used during wargaming:

a. Use approved enemy COAs as developed by the G-2/S-2. The goal is to evaluate the friendly COA, not for the Red Cell to win the war game.

b. Remain objective and unbiased.

c. Assess feasibility continually. If a COA becomes infeasible during the war game, the commander rejects the COA.

d. Analyze each COA independently.

e. Avoid comparing one COA with another.

f. Record advantages and disadvantages of each COA.

g. Ensure that the established timeline is not violated.

h. Avoid premature conclusions.

i. Record counteractions.

j. Record data.

k. Use COA war game worksheets.

7. Sequence of moves during the wargame. Although direct contact between forces normally will not occur at the starting point, the Red Cell has the first move by virtue of positioning its forces and apprising the facilitator of its activities at H-hour. From this point, each game turn proceeds as follows:

a. Friendly Force Action. Friendly force actions are describe by a designated OPT member covering the operations of all forces involved during this event. They describe the force, its mission, and the desired outcome. They annotate the force list to account for all forces employed in the event.

b. Threat Reaction. The Red Cell leader describes the operations that all of his forces are currently executing. He includes the forces outside the immediate area of operations, but within the area of interest that he intends to employ during this event. This allows friendly wargamers to validate the portion of their plan that addresses these additional threat forces. The Red Cell leader and friendly force OPT leader determine where they would have had contact.

The Red Cell leader describes the locations and activities of his assets identified as high-value targets. He highlights points during the operation where these assets are important to the threat's COA. If these points affect the friendly COA, friendly wargamers identify the high-value targets as high-payoff targets, thereby making their engagement an integral part of the friendly COA. With this information, the OPT updates the situation and event templates to reflect tactical areas of interest that support the engagement of those high-payoff targets.

The OPT discusses the probable outcome of the contact on both friendly and threat forces. Recording tools are used to annotate the discussion. If they can agree on the outcome, the game turn proceeds. If they do not agree, the facilitator determines the outcome, and the war game proceeds. If one of the participants disagrees with the facilitator's ruling, and if the matter will bear on the feasibility, suitability, or acceptability of the COA, the point is referred to an arbiter (chief of staff, G-3, G-7) for final resolution. Each unanticipated event in the Red Cell commander's reactions may become a potential decision point for the commander when executing the approved plan. Each time the friendly wargamers identify a decision point, the recorder makes appropriate entries in the recording tools, such as the decision support template, COA wargame worksheet, and the synchronization matrix. The recorder should capture enough information to allow the staff to anticipate and plan for each decision. At a minimum, the recorder includes these elements:

1) Decision Points. Estimated time, H + number of hours, and location.

2) Decision Criteria. What activity, event, or information prompts a decision? This translates into potential CCIRs — information that could trigger a decision to execute a planned action.

c. Friendly Action and/or Response. What friendly action must be decided? Decisions usually result in engagement of high-payoff targets that may have a decisive impact on one or more of the enemy's critical

vulnerabilities.

d. Targeted Areas of Interest. The planners ensure that the physical distance between the decision point and the targeted areas of interest are computed on the basis of the time-distance requirements involved.

e. Named Areas of Interest that Support the Decision Point. The recorder must tie each decision point to its associated named areas of interest. At this point, one of two outcomes will be evident; either the friendly force's planned action was sufficient to achieve its purpose or it was not sufficient. If the action was sufficient and the COA is on track, the players can proceed to the next game turn. If the action was not sufficient to achieve the desired effect, the friendly force considers its counteraction.

f. Friendly Counteraction. The friendly force commander, in discussion with the Red Cell commander and the facilitator, determines the additional actions and resources necessary to achieve the original purpose. When modifying the COA, it is necessary to revalidate the location and composition of the main and supporting efforts, reserves, and control measures that affect their employment. If resources needed for the counteraction are available and can be reallocated from any intended use in a subsequent game turn, the friendly force commander can add the additional forces to the COA.

8. Prepare the COA Analysis Brief. The COA analysis briefing includes modifications to the COAs, wargame information on the commander's evaluation criteria, and advantages/disadvantages of each COA. The brief may also include:

a. Review of the threat COA situation templates to include an updated intelligence estimate.

b. The Enemy COAs wargamed.

c. Review the mission analysis and COA development products.

d. Overview of COAs.

e. Wargame technique used.

f. Critical events wargamed.

9. Wargame products/outputs. The following products should be produced as a result of wargaming and will be essential to the COA comparison and decision process. The products include:

a. Wargamed COA with sketch and narrative.

b. Initial task organization.

c. List of critical events and decision points.

d. Identification of assets required and shortfalls.

e. Refined CCIRs.

f. Refined event templates/matrices.

g. Refined decision support templates/decision support matrices.

h. Synchronization matrix.

i. Wargame results.

j. Staff estimates.

k. MSE estimates of supportability.

l. Commander's evaluation criteria.

E. COA Comparison and Decision Briefing. In COA comparison and decision, the ACE commander will evaluate each of the friendly COAs against his established criteria and select the COA, which best accomplishes the mission. Unlike the other steps within the MCPP, the ACE commander should require his principle staff, and if available, MSE commanders and their staffs to attend the brief. Ideally, this briefing should take place in one collective meeting. The ACE commander may refine his mission statement, concept of operations and identify any branches of the selected COA that should be developed. The three basic questions the ACE commander will consider during this step include: How

do each of the COAs stack up against one another? What are the advantages and disadvantages of each COA? What are the risks associated with each COA?

1. Conduct of the Brief. The COA comparison and decision brief may be conducted using either of the following approaches:

a. Brief each COA sequentially with respect to all evaluation criteria (give a view of entire COA), or

b. Brief comparison results for each criterion sequentially for all COAs (give perspective for each separate criterion).

2. COA Evaluation. In a discussion led by the ACE commander or his representative, the group examines each COA against the commander's evaluation criteria. Here, the ACE commander will assign a value to the data developed from the evaluation criteria. The ACE commander and his staff will discuss and record the advantages and disadvantages of each COA. A comparison matrix can be utilized to visually depict this process.

3. COA Comparison. The results of the evaluation form the basis for COA comparison. The comparison/decision matrix prepared during COA evaluation provides a method of COA comparison against the established criteria.

4. ACE Commander's Decision. When all COAs are evaluated and compared, the commander selects a COA. In making his decision, the commander may:

1) Modify a COA to counteract noted disadvantages.

2) Select a COA "as is" and accept any associated risk.

3) Develop a new COA by combining favorable elements of multiple COAs.

4) Discard all COAs and begin staff planning anew.

5. Issuance of Warning Order. Based upon the ACE commander's decision, a warning order should be issued immediately.

F. Orders Development. Normally, the Chief of Staff (C/S) will coordinate with the principle staff and OPT in developing an order. The C/S (with recommendations from the G-3/7/OPT) will dictate the format for the order and set the time limits and sequence of development. He will also determine which annexes are to be published and which staff sections will publish them. Orders development activities include the following:

1. Incorporate the ACE commander's refined commander's intent.

2. Turn the Concept of Operations into the Operations Order, Operations Plan, or FRAGO. See Appendix ___ for examples of mission tasks to MAGs, MACG, MWSG, etc.

3. Convert staff estimates and other planning documents into annexes and appendices.

4. Conduct orders cross-walk/reconciliation with Future Plans, Future Ops and the ACE staff.

5. Obtain the ACE Commander's approval of the order.

G. Transition. Transition ensures a successful shift from planning to execution. It enhances the situational awareness of those who build the MAGTF Master Air Attack Plan (MAAP) and ATO within FOPS, and those who will execute the plan (COPS/MSEs). This step will also maintain the intent of the concept of operations, promote unity of effort, and generate tempo. The mechanism for conducting this step is through presentation of a transition brief.

1. Transition Brief. The transition brief provides an overview of the mission, commander's intent, task organization, and enemy and friendly situation. The level of detail is time dependent, but should normally include the following information.

a. HHQ mission and intent.

b. ACE mission.

c. ACE Commander's intent.

d. CCIRs.

e. Task Organization.

f. Situation (Friendly and enemy).

g. Concept of operations.

h. Execution (including branches and sequels).

i. Planning support tools.

CHAPTER 1

SECTION II

FUTURE OPERATIONS SECTION (FOPS)

I. FUTURE OPERATIONS SECTION (FOPS) ORGANIZATION

A. FOPS is responsible to the ACE G-3 for the developing future MEF ATO's and conducting current planning. Future Operations is tasked with performing the following:

1. Maintain close and continuous liaison with MEF Future Operations and JAOC Combat Plans Division if required.

2. Plan and produce the next ATO(s) using approved planning guidance.

3. Develop ACE OPORDs or FRAGOs based on ACE support plans prepared by future plans.

4. Administer the ACE targeting board, as required.

5. Plan and coordinate changes to the airspace control plan(ACP), airspace control order(ACO), and air defense plan(ADP).

6. Develop the ACE's air apportionment recommendation.

B. FOPS is comprised of personnel from the ACE staff, the MACG, and attached aviation groups/squadrons. Pilots and NFO's will be drawn from the MAG's to fill critical billets more suited to Marine aviators/naval flight officers. The MAGTF G-3 will provide the personnel for the Ground Watch Section. Of note is the requirement for rank representative, MOS credible, and fleet seasoned aviators/NFOs to plan aviation events. Function staff representation is provided, as required, to facilitate planning.

C. FOPS is organized along a cellular structure with a nucleus of aviators/NFOs, ground and intelligence personnel, and system operators. As required, cross-functional staff/MAG representation will expand future ops to provide expertise for planning functions. These personnel can be task organized by the FOPSO into cells tasked with specific duties and responsibilities. Subsequent paragraphs will describe the

duties and responsibilities associated with each of the FOPS components.

II. FUTURE OPERATIONS SECTION (FOPS) CONFIGURATION.

A. The TACC specific configuration will alter depending upon the scope of the operation (as crew manning may vary drastically). The TACC Handbook specifies the standard configuration/layout for a MEF deployment. The preponderance of II MEF ACE missions require employment on a smaller scale. Obviously, certain elements of the FOPS may be reduced (or deleted) based upon the specific mission objectives. Specific examples of the FOPS layout/configuration will be detailed within the specific appendices pertinent to the level of participation/operational scope. Additionally, the size/composition of each cell may be altered dependent upon the scope of the operation and the designated force list. Based on typical II MEF ACE missions and past experience, the following sections and/or duty positions are deemed essential at a minimum.

1. Future Operations Officer

2. Assistant Future Operations Officer

3. Operations Administration Section

4. Ground Watch Section

5. Intelligence Watch Section

6. LNO(s)

7. ATO Development Section

III. FOPS SECTIONS/DUTY POSITIONS REQUIREMENTS. A detailed description of requirements, roles and responsibilities of each section and duty position within these sections is provided below.

A. FUTURE OPERATIONS OFFICER (LTCOL/MAJ,75XX,ACE STAFF). The future operations officer (FOPSO) is directly responsible to the TACC Director for the overall direction and supervision of future ops. The FOPSO will:

1. Draft preliminary targeting guidance for presentation to the ACE targeting board when the ACE is employed as a maneuver unit.

2. Supervise the preparation and setup of future ops.

3. Issue the approved planning guidance and direct and monitor development of the ATO based on that guidance.

4. Develop the ACE master air attack plan (MAAP).

5. Prepare the allocation request(ALLOREQ) and air support(AIRSUPREQ) messages, as required.

6. Prepare the sortie allotment (SORTIEALOT) message, as required.

7. Develop the ACE apportionment recommendation.

8. Review the results of the previous air operations and ensure that applicable tactics or procedures are developed as the dynamic combat situation requires(combat assessment).

9. Consult with the current ops officer to determine significant problems managing the current ATO to improve the quality and effectiveness of future ATO taskings.

10. Coordinate with COPS for a daily "ATO hand off brief". This brief will highlight any special considerations or points of interest for that particular ATO. The intent of the brief is to increase the situational awareness of COPS and ensure commander's guidance and intentions are being transitioned from FOPS to COPS.

11. Prepare reports from future ops for the commander's situation report and commander's daily brief and as directed by the TACC Director.

12. Ensure backup procedures are prepared and can be implemented rapidly if automated planning systems fail.

13. Attend briefings to the ACE commander and ACE G-3 concerning upcoming operations about to be put into the ATO.

14. Keep future ops personnel informed of the JFC/MAGTF/ACE commander's guidance, intent, and objectives.

15. Attend meetings as required and provide input into the ACE support plan being developed in future plans.

B. ASSISTANT FUTURE OPERATIONS OFFICER (MAJ/CAPT,75XX,ACE STAFF). The assistant Future operations officer(AFOPSO) is responsible for the internal functioning of future ops in accordance with the FOPSO's guidance and direction. The AFOPSO will be prepared to assume all duties of the FOPSO when required. The AFOPSO may also be "dual-hatted" to cover another position in FOPS.

C. OPERATIONS ADMINISTRATION SECTION.

1. The operations administration section is responsible for providing administrative support to future ops. This section will:

a. Receive and distribute all incoming messages and reports.

b. Maintain and distribute classified material as required.

c. Coordinate the collection of all future ops data for reporting purposes (i.e., commanders SITREP, SORTIEALLOTs).

d. Ensure any messages required for immediate release are drafted and presented to the ACE G-3 administrative section.

e. Provide general administrative support to future ops.

f. Manning for the ops admin section is as follows:

Ops Admin Chief	GySgt/SSgt	XXXX(ACE STAFF)
Ops Admin NCO	Sgt	XXXX(ACE STAFF)
Ops Clerk	Cpl/LCpl	XXXX(ACE STAFF)
Ops Clerk	Cpl/LCpl	XXXX(ACE STAFF)

D. GROUND WATCH SECTION

1. The ground watch section is comprised of representatives from the MAGTF and/or ground combat element(GCE). The ground watch section will:

a. Monitor and interpret future MAGTF/GCE battle plans for future ops.

b. Maintain the current and future friendly ground situation displays/maps including planned fire support coordination measures.

c. Assist in interpreting the MAGTF/GCE commander's guidance and intent for aviation purposes.

d. Coordinate and deconflict (as required) ground maneuver, and supporting arms with planned air operations beyond the FSCL.

e. Provide input on the ground scheme of maneuver to the commander's daily brief.

f. Assist in forecasting future air support requirements for the MAGTF/GCE.

g. Manning for the ground watch section is as follows:

Ground Watch Officer	Capt/Lt	0302(MAGTF/GCE)
Assistant GWO	Lt	0302(MAGTF/GCE)

E. INTELLIGENCE WATCH SECTION.

1. The intelligence watch section is responsible for receiving, processing, and disseminating pertinent intelligence on the current and future enemy situation to future ops. The intelligence watch section also plays a key role in target nomination, development and packaging. The intelligence watch section will:

a. Serve as the primary interface between the ACE G-2 and future ops.

b. Maintain a display of the current and future enemy situation to include target locations and priorities.

c. Review all incoming intelligence reports for significant developments, specific threat changes, and

trends in the current situation, which could affect the future enemy capabilities and courses of action.

d. Brief the future ops officer on significant changes to the current enemy situation and any developments, which will have an effect on future enemy courses of action.

e. Coordinate with the ACI collections section for the development of the collection plans to support ACE operations and ATO development.

f. Advise future ops on:

1) Projected enemy capabilities.
2) Projected enemy critical vulnerabilities.
3) Potential enemy courses of action.
4) MAGTF surveillance and target acquisition capabilities.
5) The current and future ACE intelligence collection plan.

g. Participate in the intelligence preparation of the battlefield (IPB) process to help determine named areas of interest, target areas of interest and decision points.

h. Conduct situation update briefings as required.

i. Prioritize, collate, and forward request for information from future ops to the ACI requirements and dissemination section for action.

j. Coordinate with the ACI target development cell to develop a target list to be weaponeered by the strike planners.

k. Coordinate with the ACI BDA cell to provide status of previously scheduled targets and participate as a member on the combat assessment board for target resubmission.

l. Manning for the intelligence watch section is as follows:

Intel Watch Officer	Capt/Lt	02XX(ACE STAFF)
Intel Watch NCO	SSgt/Sgt	02XX(ACE STAFF)

F. ATO DEVELOPMENT SECTION.

1. The ATO development section is responsible for the ATO planning, production, and dissemination in support of MAGTF air operations as well as identifying MAGTF targets for common sourcing. It is comprised of the ATO planning cell and the ATO production cell.

2. ATO DEVELOPMENT OFFICER (MAJ/CAPT, 75XX, ACE STAFF). The ATO development officer is responsible to the future ops officer for overseeing the ATO planning and ATO production cells. The ATO development officer will:

a. Receive, interpret, and disseminate direction from the future ops officer.

b. Produce a timely and executable ATO.

c. Ensure aviation and intelligence data bases required for the ATO planning and production are current and accurate.

d. Coordinate with the deep battle cell in current ops to ensure accuracy of the published ATO.

e. Coordinate with the SWO in current ops to ensure timely receipt of current battle information and changes to the ATO being executed that could affect the ATO(s)under development.

f. Maintain contact with the ACE augmentation cell in the JAOC combat plans division.

g. Provide output from the combat assessment board with BDA input from the ACE target intelligence officer and munitions effectiveness or strike profiles provided by the flying units.

G. ATO PLANNING CELL.

1. The ATO planning cell is responsible for performing weaponeering and force application in the development of the MAGTF master attack plan(MAP). The ATO planning cell will:

a. Receive and review the MAGTF MAP.

b. Prepare the ACE MAP to include:

1) Sequencing and deconflicting apportioned air assets against the MAGTF prioritized target list.

2) Weaponeering and packaging air assets, as required, based on the threat, desired level of destruction, and timeliness.

3) Deconflicting simultaneous missions by other MAGTF lethal or nonlethal assets.

c. Prepare sortie available charts.

d. Prepare aircraft flow sheets.

e. Separate the MAGTF prioritized target list(for submission to the JFC) to show direct support and common sourced targets.

f. Review and input any data base changes to the aircraft laydown, standard configuration loads (SCLs), and aircraft parametric data.

g. Receive and collate MAGTF future requests (JTARs/ASRs) for air support, and package available aircraft accordingly.

h. Prepare the target/assault support planning worksheets and pass them to the ATO production cell for input into the applicable electronic planning system.

i. Prepare the special instructions(SPINS) and any changes to the ACP and ADP for incorporation into the ATO.

j. Ensure that sortie available aircraft flow and target planning worksheets are forwarded to the Marine liaison cell in the JAOC combat plans division if required.

k. Perform a final review of the ATO before forwarding or releasing.

l. Manning for the ATO Planning Cell is as follows:

Fixed Wing Strike Planner	Capt/Lt	7509/23(MAG)
Rotary Wing Strike Planner	Capt/Lt	7565/63(MAG)

Assault Support Planner	Capt/Lt	7562/66(MAG)
EW/EA Planner	Capt/Lt	7588(MAG)
Tanker Planner	Capt/Lt	7556/57(MAG)
Airspace/Air Defense Planner	Capt/Lt	72XX(MACG)
Spins Planner	Capt/Lt	72XX(MACG)

G. ATO PRODUCTION CELL.

1. The ATO production cell is responsible for the technical construction and dissemination of the ATO, SPINS, and ACP/ACO/ADP inputs. The ATO production cell will:

a. Receive and review the target/assault support planning worksheets from the ATO planning cell and input listed missions into the applicable electronic planning medium.

b. Prepare ATO, SPINS, ACP, ACO, and ADP changes in accordance with the information, data, and guidance provided by the ATO planning cell. Print and deliver draft copies of the ATO for review by the ATO planning cell prior to release or forwarding.

c. Maintain electronic connectivity with the JFACC for submission of common sourced target nominations and the merging of the MAGTF direct support ATO into the joint ATO.

d. Publish and transmit the ATO to higher, adjacent, and subordinate commands using available electronic means in accordance with the dissemination/information management plan.

e. Monitor the status of the theater directed electronic planning and execution medium associated equipment to identify maintenance requirements and equipment problems.

f. Manning for the ATO Planning Cell is as follows:

ATO Production Officer	Capt/Lt	75XX(ACE STAFF)
ATO Production Chief	GySgt/MSgt	XXXX(ACE STAFF)
System Operator	Sgt/Cpl	XXXX(ACE STAFF)
System Operator	Sgt/Cpl	XXXX(MACG)
System Operator	Sgt/Cpl	XXXX(MACG)

H. FOPS Liaison Officers.

1. Effective liaison among MAGTF forces is essential for coordinating air operations and is a key factor in its success. Liaison officers (LNOs) must be seasoned subject matter experts from the element they are representing. A thorough knowledge of their respective unit's SOP and operations order is also essential. A basic knowledge of the MACCS would also prove helpful in performance of LNO duties. Actual number of LNOs in the FOPS section will vary with the size and scope of the operation (XTACC,TACC,JAOC). This section also applies to ACE LNOs supporting higher and adjacent commands.

2. LNOs will:

a. Maintain a continuous dialog with their supported element.

b. Coordinate with FOPS on all air support requests generated from their element.

c. Serve as an LOC for matters pertaining to their element.

d. Be prepared to brief their element's pertinent information at the daily brief.

e. Participate in OPTs with Future Plans, as required.

f. Recommended LNO augmentation includes:

MEF LNO	Capt/Lt	XXXX(MEF STAFF)
GCE LNO	Capt/Lt	0302(GCE STAFF)
FSSG LNO	Capt/Lt	XXXX(FSSG STAFF)

CHAPTER 1

SECTION III

CURRENT OPERATIONS SECTION

I. Current Operations Section (COS) Organization

A. COS is responsible to the Aviation Combat Element (ACE) G-3 for the execution of the daily Air Tasking Order (ATO) and assessing its effectiveness. Current Operations is tasked with performing the following:

1. Maintain close and continuous liaison with Marine Expeditionary Force (MEF) Current Operations and Combined/Joint Air Operations Center (C/JAOC) Combat Operations Division.

2. Manage the execution of the ACE Operation Order (OPORD)/Fragmentary Order (FRAGO).

3. Manage the execution of the current ATO.

4. Assess and adjust, as necessary, current ACE operations based on changes in Marine Air Ground task Force (MAGTF) Commander's guidance or the status of friendly and enemy forces situation.

5. Analyze and interpret battlespace events as they relate to MAGTF air operations.

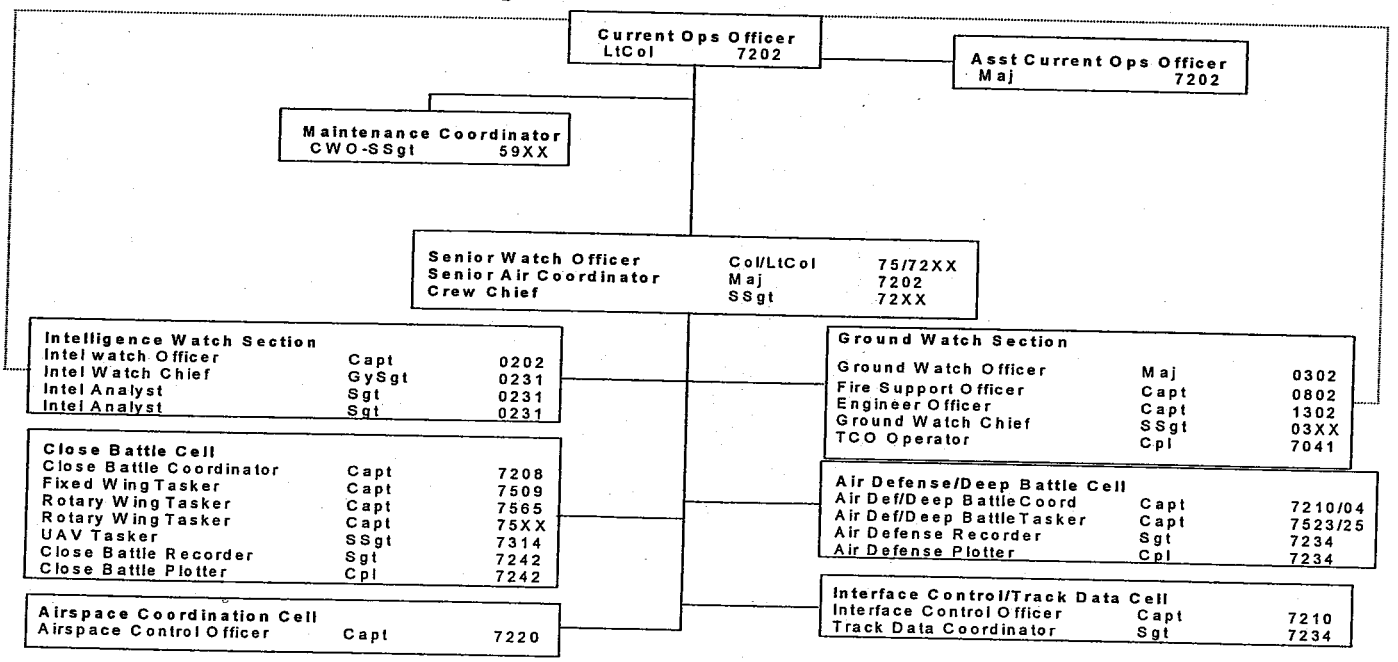
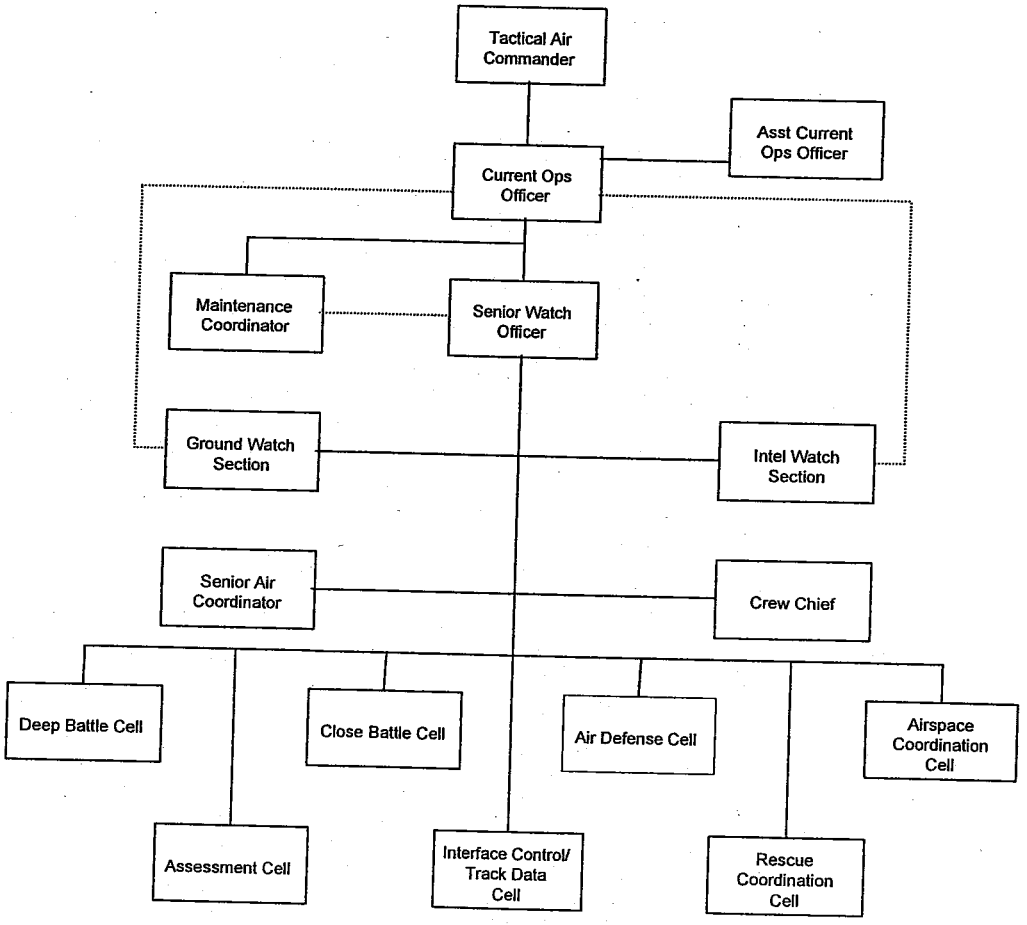


Figure I-1. Current Operations Section (COS) Manning

B. COS is comprised of personnel from the ACE staff, the Marine Air Control Group (MACG), and attached aviation groups and/or squadrons. Pilots and Naval Flight Officers (NFO's) will be drawn from the Marine Aircraft Groups (MAG's) to fill critical billets more suited to Marine aviators or naval flight officers. The MAGTF G-3 will provide the personnel for the Ground Watch Section.

C. COS is organized along the lines of a United States Air Force (USAF) Air Operations Center. COS is headed by the Current Operations Officer (COPSO). Routine administrative support and record keeping services will normally be delegated to the Senior Air Coordinator (SAC) or Crew Chief (CC). COS is further divided into four watch sections: ACE Watch Section, Intelligence Watch Section, Ground Watch Section, and Current Operations Watch Section. These four watch sections are intricately interwoven and are mutually supporting. Tasked with daily ACE mission accomplishment, the Current Operations Watch Section is the senior watch section. Many of the watch sections are further broken down into cells tasked with specific duties and responsibilities.



II. COS Configuration. The Tactical Air Command Center (TACC) specific configuration will alter depending upon the scope of the operation (as crew manning may vary drastically). The TACC Handbook specifies the standard configuration and layout for a MEF deployment. The preponderance of II MEF ACE missions requires employment on a smaller scale. Certain elements of the COS may be reduced, or deleted altogether, based on the specific mission objectives (e.g., an Air Defense Cell [ADC] may not be required during peacekeeping operations). Additionally, the size or composition of each cell may be altered depending on the scope of the operation and the designated force list.

III. COS Watch Section Configuration Planning. The Current Operations Watch section is responsible for supervising the proper employment of the six functions of Marine aviation during their assigned watch and can be further sub-divided into the cells described below. Information relative to communications planning requirements is also provided.

IV. Current Operations Positions/Responsibilities

A. COS Command Watch Cell. The Command Watch Cell will normally require a Recognized Air Picture (RAP) platform and access to the Tactical Data Network (TDN) via Theater Battle Management Core System (TBMCS), a Tactical Combat Operations (TCO)/Global Command and Control System (GCCS) link, and Secure Internet Protocol Router Network (SIPRNET) and/or Non-Secure Internet Protocol Router Network (NIPRNET) Personal Computer (PC) link, and access to the Tactical Automated Switching System (TASS) via Digital Secure Voice Terminal (DSVT) and Host Nation (HN) telephone network. The Battlefield Orientation Board (BOB) will be used on nearly all occasions. Although not part of the TACC crew, the Air Boss answers directly to the Senior Watch Officer (SWO) via a hotline (H/L) from the TACC to each Air Boss (generally one for each airfield/MAG). The Command Cell of the Watch section consists of the following personnel:

Current Operations Officer (COPSO)	LtCol	7202
Asst. Current Ops Officer (Asst COPSO)	Maj	7202
Senior Watch Officer (SWO)	Maj	75XX/7202
Senior Air Coordinator (SAC)	Maj	7202
Crew Chief (CC)	SSgt	72XX
Maintenance Coordinator (MC)	CWO-SSgt	59XX

1. Current Operations Officer (COPSO). The COPSO is directly responsible to the ACE G-3 for the overall direction and supervision of Current Operations. He will:

a. Supervise the preparation and establishment of Current Operations.

b. Execute the current OPORD/FRAGO.

c. Execute the ATO.

d. Coordinate and liaison with MEF G-3 Air Ops and JAOC.

e. Provide the Future Operations Officer a summary of significant problems encountered in executing the current ATO to improve the quality and effectiveness of future ATO tasking.

f. Prepare reports from Current Operations for the Commander's situation report, Commander's daily briefing, and as directed by the ACE G-3.

g. Ensure that back-up procedures are prepared and can be rapidly implemented if automated support systems fail.

h. Attend briefings to the ACE commander and G-3 concerning upcoming operations about to be put into an ATO.

i. Keep Current Operations informed of the Joint Force Commander (JFC)/Joint Force Air Component Commander (JFACC)/MAGTF/ACE Commander's guidance, intent, and objectives.

2. Senior Watch Officer (SWO). The SWO is the senior watchstander within Current Operations. The SWO is responsible to the Current Operations Officer for the overall direction and supervision of the watch. Specific duties of the SWO are delineated below:

a. Supervise the execution of the ATO.

b. Ensure situation and status displays are current and accurate.

c. Evaluate the capability of available forces to fulfill ATO tasking and recommend a course of action to the COPSO when there is a shortfall.

d. Keep the COPSO informed on unanticipated developments or problems that might impact planned operations.

e. Recommend adjustments to the published ATO when required by the current situation.

f. Issue ATO adjustments approved by the COPSO, documenting all ATO changes and adjustments.

g. Be familiar with all aspects of air operations, to include force beddown, sortie availability, rules of engagement (ROE), communications, ACM's, aircraft capabilities and limitations, and munitions using the execution cells for Military Occupational Specialty (MOS) expertise, as required.

h. Effect coordination with SWO's of subordinate, adjacent, and senior air/ground agencies.

i. Monitor reporting of events by agencies subordinate to the TACC.

j. Adjudicate with the MEF/JAOC any immediate Joint Tactical Air Request (JTAR) that exceeds the current planned allocation.

k. Determine reporting responsibilities and establish procedures for preparing reports from current operations for the commander's situation report, commander's daily briefing, and as directed by the COPSO.

l. Perform the functions of the COPSO when directed.

3. Senior Air Coordinator (SAC). The SAC is the senior Marine Air Command and Control System (MACCS) watchstander in COS. The SAC is responsible to the SWO and assists in supervising the crew. Some specific duties of the SAC are listed below:

a. Ensure a comprehensive crew brief is conducted.

b. Track MACCS status during the conduct of phasing command and control (C2) ashore.

c. Assist the SWO in supervising the execution of the daily ATO.

d. Evaluate capability of available forces to fulfill ATO tasking and recommend a course of action to the SWO to correct deficiencies.

e. Be familiar with all aspects of air operations to include: force beddown, sortie allocation, airspace scheduling communications, ROE, aircraft capabilities and limitations, ACM, Fire Support Control Measures (FSCM) and munitions capabilities.

f. Effect coordination with higher, lower, and adjacent watch officers of air/ground agencies.

g. Advise the SWO on all matters pertinent to the MACCS in the conduct of operations.

h. Assist the SWO in effecting coordination with SWO's of subordinate, adjacent, and senior air/ground agencies.

i. Assist the SWO in monitoring the reporting of events by agencies subordinate to the MACCS.

j. Perform the functions of the SWO when directed.

k. Coordinate with the Maintenance Coordinator (MC) regarding prioritization of restoration efforts for Marine Tactical Air Command Squadron (MTACS)/MACCS organic equipment.

4. Crew Chief (CC). The CC, not always the senior enlisted member of the crew, is responsible for the following functions:

a. Daily system status of TBMCS, TCO/Intelligence Operations Workstation (IOW), Commander's Tactical Terminal AN/USC-55A (CTT), Multiple Source Correlation System (MSCS), PC's, voice communications, and any other systems employed within COS.

b. Management of all assigned plotters and recorders.

c. Interface with MC and SAC.

d. Assist the SAC as directed.

e. Ensure the TACC is in a good state of police.

f. Ensure adequate maps are available in multiple scales, and in paper and Compact Disc (CD) [Equal Arc Second Raster Chart Digitized Raster Graphics (ADRG) and Digital Terrain Elevation Data (DTED)].

g. Ensure sufficient admin supplies are packed and transported to support the deployment.

h. Oversee training and daily functioning of crewmembers.

i. Coordinate crew relief for chow, etc. as required.

j. Control access to COS.

k. Ensure COS is set-up as directed by the Current Operations Officer.

l. Be able to assist personnel as required in the operation of TCO/IOW, MSCS, and TBMCS.

m. Manage all incoming messages and reports.

n. Ensure communication status is posted, and that frequencies, color codes, net designators, phone directories, and OPORD's are available.

o. Ensure airfield status and weather information is available.

p. Manage classified material as required.

q. Coordinate data collection for required reports.

r. Ensure appropriate reference material is available for COS personnel. Some examples are:

1) Marine Corps Doctrinal Publications (MCDP)

2) Marine Corps Reference Publications (MCRP)

3) Flight Information Publications (FLIP)

4) Naval Warfare Publications (NWP)

5) Multi-Command Manual (MCM)

6) Marine Corps Warfighting Publication (MCWP)

7) Chairman, Joint Chiefs of Staff Manuals (CJCSM)

8) Joint Publications (JP)

9) Allied Data Processing Publications (ADatP)

10) Standard North Atlantic Treaty Organization Agreements (STANAG)

11) Allied Tactical Publication (ATP)

12) Marine Corps Orders (MCO)

13) Allied processing Publications (APP)

14) Allied Administrative Publications (AAP)

s. Maintain a chronological log of all significant intelligence and operational events.

t. Ensure all communications circuits are monitored as required.

5. Maintenance Coordinator (MC). Although experienced S-6 personnel man this position, the MC is responsible not only for communications and electronic systems, but also the facility, including mobile electric power (MEP) and environmental control units (ECU). It is established and manned by personnel from MTACS-28 with assistance from Marine Wing Communications Squadron 28 (MWCS-28) and is directly responsible to the SAC/SWO and Current Operations Officer for the following:

a. Compile status reports on all TACC equipment to include MSCS, CTT, TBMCS, TCO/IOW, data links, and voice communications.

b. Coordinate with S-6 shops to ensure discrepancies are corrected promptly.

c. Coordinate with Systems Control (SYSCON)/ Technical Control (TECHCON) to resolve voice and data communication problems as required.

d. Provide a "trouble desk" for assisting all personnel within the TACC (COS, Future Operations [FOS], Future Plans [FPlans], and Air Combat Intelligence [ACI]) on communications, systems, and facility issues.

e. Under the auspices of the COPSO, coordinate with MTACS-28 S-4 for power and environmental control issues.

f. Keep the SAC/SWO apprised of any system degradation/outage and ongoing restoration efforts.

g. Coordinate with and monitor the progress of equipment under repair by the maintenance sections. The MC will be responsible for setting the priorities of repairs within the TACC. Any repairs that may affect COS will be approved before taking any systems off-line.

Each functional area (FPlans, FOS, COS, ACI) will have a representative that reports all discrepancies to the MC via a *TACC DISCREPANCY FORM*. The MC will contact the appropriate section, track repairs, and will keep the functional area abreast of repairs.

B. Air Defense Cell (ADC). The ADC will require a RAP platform and access to the TDN via TBMCS and SIPRNET PC. Direct access to the TASS via DSVT and access to the HN telephone network is required. The Air Defense Cell will normally assume the functions of the Deep Battle Cell during Expeditionary Tactical Air Command center (XTACC) operations. The Air Defense Cell consists of the following personnel:

Air Defense Coordinator (ADC)	Capt	7210
Air Defense Tasker (ADT)	Capt	7523/25

Air Defense Recorder (ADR)	Sgt	7234
Air Defense Plotter (ADP)	Cpl	7234

1. Air Defense Coordinator (ADC). The ADC, charged with overall execution of the MAGTF air defense effort, is responsible for the following:

a. Oversee Theater Missile Defense (TMD) operations for the MAGTF Area of Operations (AO).

b. Coordinate the establishment and dissemination of Air Defense Warning Conditions (ADWC) and Weapons Control Status's (WCS) for the MAGTF AO.

c. Oversee Combat Air Patrol (CAP) and Tanker management.

d. Coordinate use of Anti-Air Warfare (AAW) strip launch alert (SLA) aircraft.

e. Ensure compliance with published/disseminated ROE.

f. Receive/process engagement reports.

g. As directed by the SWO, and in coordination with the Close and Deep Battle Cells:

1) Cancel missions and launches of preplanned missions in cases where requirements no longer exist.

2) Divert preplanned missions and provide mission briefs.

3) Alter scheduled launch times to meet new time-on-station requirements generated by changing tactical situations.

4) Direct launches of unscheduled missions and provide mission briefs.

5) Recommend the reconstitution of SLA missions.

h. Coordinate with the Air Boss, Wing Operations Center (WOC), Squadron Ready Room and Duty Officer.

i. Ensure the Air Defense Recorder (ADR) enters all mission status update information into TBMCS Computer Assisted Force Management System (CAFMS) Module for AAW missions.

j. Ensure the Air Defense Plotter (ADP) maintains a manual presentation of the available RAP on the BOB.

k. Remain cognizant of current Emission Control (EMCON) and Radiation Control (RADCON) conditions.

l. Remain cognizant of the status of all AAW and airspace control/surveillance agencies within the MAGTF AO.

m. Monitor, supervise, and direct the control of aircraft and missiles for air defense by subordinate Integrated Air Defense System (IADS) elements.

n. Coordinate air defense operations of subordinate agencies with adjacent regions/sectors and higher agencies (also coordinate with Close and Deep Battle Cells).

o. Coordinate the implementation of additional ACM's and Air Defense Coordination Measures (ADCM) with the Airspace Coordination Cell (ACC), as required.

p. Remain cognizant of force disposition and coordinate element/echelon movement of air defense forces.

q. Remain cognizant of the status of Suppression of Enemy Air Defenses (SEAD) missions within the MAGTF AO.

r. Supervise the proper use of manual cross tell procedures.

s. Maintain a chronological log of all significant intelligence and operational events.

t. Ensure all applicable air defense communications circuits are monitored as required.

2. Air Defense Tasker (ADT). The ADT, embedded for his MOS expertise, is responsible for the following:

a. Coordinate with the Airspace Coordination Cell on the use of, and/or the need for ACM's in support of the air defense mission.

b. Upon SWO approval, and in coordination with the Air Defense Coordinator, Close Battle Cell, and Deep Battle Cell:

1) Cancel missions and launches of preplanned missions in cases where requirements no longer exist.

2) Divert preplanned missions and provide mission briefs.

3) Alter scheduled launch times to meet new time-on-station requirements generated by changing tactical situations.

4) Direct launches of unscheduled missions and provide mission briefs.

5) Recommend the reconstitution of SLA missions.

c. Advise the ADC/SWO on the employment of air assets in support of the MAGTF air defense effort.

d. Assist the ADC in scheduled launch and SLA asset management, ordnance selection, effects of airfield status changes and flight weather minimums.

3. Air Defense Recorder (ADR). The ADR functions specifically under the cognizance of the ADC and will normally be manning a TBMCS terminal. Some specific duties are listed below:

a. Perform all duties of the TBMCS Data Entry Operator (DEO) for AAW missions (edit, add, cancel, and update mission status information).

b. Fill in for the ADC for brief periods of time, when required.

c. Assist the ADC in the management of the AAW effort within the MAGTF AO.

d. Operate MSCS workstations as directed by the CC/ADC to ensure that ACM's and ADCM's are depicted relevant to the air defense battle.

4. Air Defense Plotter (ADP). Often, a single person will perform these functions but additional personnel may be required dependent upon the workload. Some specific requirements and responsibilities are listed below:

a. Setup and maintain a manual ATO status display with 30-60 minute intervals utilizing hard launch and 15/30/60 minute SLA status.

b. Maintain a list of all assigned aircraft to include: location, unit, number/type aircraft, status [Full Mission Capable (FMC), Partial Mission Capable (PMC), or Not Mission Capable (NMC)].

c. Ensure the situation display map on BOB contains all pertinent ACM's, to include ADCM's and FSCM's.

d. Utilize the following color code sequence to represent aircraft on BOB:

1) Blue: AAW (CAP, CAP SLA, direct support Air-to-Air Refueling (AAR), etc.)

2) Green: Offensive Air Support (OAS) [Close Air Support (CAS), Forward Air Controller (Airborne) [FAC(A)], SEAD, Escort (ESC), etc.)

3) Black: Misc. (Logistics [LOG], Command, Control, and Communications [C3], general support tankers and Electronic Warfare [EW], etc.)

4) Orange: Unknown

5) Red: Hostile

e. Ensure blocks/tags are available to represent JTARS, Assault Support Requests (ASR's), Medical Evacuations (MEDEVACS), Forward Arming and Refueling

Point (FARP) missions, strike packages, and enemy hostile/unknown aircraft.

f. Cross check BOB with TBMCS and MSCS displays to ensure displayed information is accurate.

g. Ensure BOB does not become cluttered with extraneous data; it must paint a clear and accurate picture.

C. Close Battle Cell (CBC). The Close Battle Cell will require a RAP platform (if available) and access to the TDN via TBMCS, SIPRNET PC, and TCO/IOW. Direct access to the TASS via DSVT is required. The Close Battle Cell will normally assume the functions of the Rescue Coordination Cell during XTACC operations. The Close Battle Cell consists of the following personnel:

Close Battle Coordinator	Capt	7208
Fixed Wing Tasker	Capt	75XX
Rotary Wing Tasker	Capt	75XX
UAV Tasker	SSgt	7314
CB Recorder (TBMCS)	Sgt	7242
CB Plotter (IOW)	Cpl	7242

1. Close Battle Coordinator (CBC). The CBC, overseeing the close/rear battle efforts of the MAGTF, is responsible for the following:

a. Coordinate the Direct Air Support Center's (DASC) direction of aircraft allocated to the MAGTF close/rear battle with the appropriate aircraft group(s) MAG air boss(es) via the Fixed/Rotary Wing Taskers.

b. Coordinate with the DASC and the applicable MAG air boss (via the Fixed/Rotary Wing Taskers) on the execution of close/rear operations.

c. Acquire and maintain current information on the status and operations of air missions in support of the MAGTF close and rear battle.

d. Provide the single point of contact within COS for the synchronization of air operations in support of the MAGTF close and rear battle planned inside the ATO cycle.

e. Maintain close and continuous liaison with the DASC and MAGTF air officer and Fire Support Coordinator (FSC).

f. Coordinate with the DASC to receive immediate JTAR and ASR information.

g. Coordinate with the MAGTF air officer and FSC to receive updated guidance on asset shifting for those requests that exceed the allocation.

h. Ensure the Air Support Recorder (ASR) enters all mission status update information into the TBMCS for OAS/Assault Support (AS) missions.

i. Ensure the ADP maintains a manual presentation of the available RAP on the BOB.

j. Ensure the Close Battle Plotter (CBP) maintains accurate Friendly Order of Battle (FOB) information on the IOW.

2. Fixed/Rotary Wing Tasker (F/RWT). The F/RWT's are embedded within the CBC for their MOS expertise and are responsible for the following:

a. Coordinate with the ACC on the use of, and/or the need for airspace control measures in the MAGTF close/rear battle areas, as required by the DASC.

b. Upon SWO approval, and in coordination with the CBC, ADC, and Deep Battle Cell:

1) Cancel missions and launches of preplanned missions in cases where requirements no longer exist.

2) Divert preplanned missions and provide mission briefs.

3) Alter scheduled launch times to meet new time-on-station requirements generated by changing tactical situations.

4) Direct launches of unscheduled missions and provide mission briefs.

5) Recommend the reconstitution of SLA missions.

c. Advise the SWO on the employment of air assets in support of the MAGTF close and rear battle.

d. Assist the CBC in scheduled launch and SLA asset management, ordnance selection, effects of airfield status changes and flight weather minimums.

3. Close Battle Recorder (CBR). The CBR functions specifically under the cognizance of the CBC and will operate a TBMCS workstation. Some specific duties are listed below:

a. Perform all duties of the TBMCS operator for OAS/AS missions (add, edit, cancel, and update mission status information).

b. Be familiar with the format, content and processing of JTAR's, ASR's, CASEVACS, and Battle Damage Assessments (BDA).

c. Operate MSCS workstations as directed by the CC/CBC to ensure that ACM's and FSCM's pertinent to the close/rear battle are depicted.

4. Close Battle Plotter (CBP). The CBP is responsible for maintaining digital communications with the DASC. Utilizing an IOW, the CBP will ensure the ground picture is maintained. Some specific requirements and responsibilities are listed below:

a. Receive electronically generated JTAR, ASR, and CASEVAC requests.

b. Ensure friendly unit locations and FSCM are updated by the DASC.

c. Ensure restrictive FSCMs are depicted. This must include No Fire Areas (NFA) for SOF personnel.

D. Interface Control/Track Data Cell (IC/TDC). The Interface Control/Track Data Cell requires a RAP platform, direct access to the TASS via DSVT, and SIPRNET PC. The Interface Control/Track Data Cell consists of the following personnel:

Interface Control Officer (ICO)	Capt	7210
Track Data Coordinator (TDC)	Sgt	7234

1. Interface Control Officer (ICO). The ICO may be responsible for the MAGTF sector data link interface depending upon the duties assigned per the Operational Tasking Link (OPTASKLINK) message. The ICO is also expected to perform those duties attributed to the operations "systems expert" regarding information management, network systems and architecture. The ICO's principle duties involve planning and link management. Some specific duties are listed below:

a. Remain cognizant of the current data link interface configuration.

b. Be aware of the capabilities and limitations of each participating data link agency.

c. Be prepared to implement new/back-up configurations directed by a senior ICO [Regional ICO (RICO) or Joint ICO (JICO)].

d. In the absence of a senior ICO, ensure the data link interface configuration is adequate to ensure the best possible connectivity and RAP display for all participants.

e. Direct use of data link filters, when required to protect Interface Unit (IU) databases without degrading the RAP.

f. Coordinate crypto implementation and changeovers pertaining to data link operations.

g. Supervise the TDC in the performance of his duties.

h. Be thoroughly familiar with the contents of CJCSM 6120.1 [Joint Multi Tactical Digital Information Link (TADIL) Operating Procedures].

i. Implement, direct, and prioritize data link troubleshooting efforts.

j. Be prepared to publish an OPTASKLINK and act as JICO for the Joint Operating Area (JOA), if required.

k. Ensure compliance with surveillance and combat identification procedures in accordance with published orders.

l. Coordinate MAGTF input to the OPTASKLINK and Tactical Operational Data (TACOPDAT).

m. Publish supplemental OPTASKLINK for MAGTF AO, as required.

n. Oversee EMCON implementation and planning within the MAGTF sector, ensuring that the surveillance capability does not degrade so far to reduce combat identification capability and introduce fratricide.

o. Maintain a chronological log of all significant intelligence and operational events.

p. Ensure all applicable surveillance/data link communications circuits are monitored as required.

q. Assist in the development and implementation of the MAGTF surveillance plan.

r. Assist in the development of communications interface inputs/requirements, for inclusion in the OPORD (Annex K) or other applicable directives, to include:

1) Radio net requirements.

2) Multi-channel radio requirements.

3) Satellite Communications (SATCOM) requirements.

4) Telephone (secure and non-secure) requirements.

5) Data Link interface requirements.

6) Battle Management Equipment (BME) interface requirements.

7) Local Area Network (LAN)/Wide area Network (WAN)/Internet requirements (NIPRNET/SIPRNET), to

include Internet Protocol (IP) address matrices and router implementation plans.

s. Coordinate input to the Intent-To-Use/ Communications Security Material System (CMS) Callout messages and ensure the availability of required cryptographic keying material.

t. Assist in the development of redundant architectural designs for communications interface requirements.

2. Track Data Coordinator (TDC). The TDC crew position may not need to be filled dependent upon the specific duty assignments promulgated within the OPTASKLINK. If there is not a TDC assigned within the TACC COS crew, these duties will be assigned to the ICO. Some specific examples of TDC responsibilities are listed below:

a. Recognize and resolve dual track designations.

b. Resolve category conflicts.

c. Recognize and correct data link interface deficiencies as required.

d. Be familiar with the use of AKAC-176, specific Brevity/Code words, and X-Ray Codes.

e. Be prepared to act as Force Track Coordinator (FTC) if required.

f. Be familiar with sensor registration and gridlock procedures.

g. Ensure the TACC is presented with the best possible RAP.

h. Initiate drop track commands.

i. Gridlock/data registration coordination.

E. Airspace Coordination Cell (ACC). The Airspace Coordination Cell requires direct access to the TASS via DSVT and commercial host nation telephone connectivity. Dedicated TBMCS access is required to perform airspace de-confliction/

planning functions. The Airspace Coordination Cell consists of the following personnel:

Airspace Control Officer (ACO) Capt 7220

1. Airspace Coordination Officer (ACO). The ACO, ideally located within COS, may be part of FOS and is responsible for the following:

a. Coordinate with the Ground Watch Officer (GWO) for the plotting and deconfliction of FSCM as they affect air operations.

b. Be familiar with joint, Federal Aviation Administration (FAA), HN, and JFACC Airspace Coordination Authority (ACA) airspace procedures.

c. De-conflict with external military and civilian/HN agencies by coordinating with the JFACC ACA Airspace Cell for all immediate (current ATO) airspace requirements beyond the Fire Support Coordination Line (FSCL).

d. Update and monitor changes to the ACP/ACO/SPINS and apprise all watchstanders of changes and ensure all display mediums are current.

e. Coordinate/de-conflict requirements for airspace as required by the Close Battle Cell, Deep Battle Cell, Air Defense Cell, and Rescue Coordination Cell.

F. Deep Battle Cell (DBC). The Deep Battle Cell will require dedicated access to the TASS, via DSVT, and TBMCS. Access to a RAP platform and TCO/IOW is desirable. During XTACC operations, the Deep Battle Cell functions will normally be assigned to the Air Defense Cell unless there is a sufficient mission requirement to justify standing up a Deep Battle Cell. The DBC functions are:

1. Function as the deep battle air director for aircraft operating forward of the Battlefield Coordination Line (BCL)/FSCL.

2. Direct all USMC aircraft and any joint/combined assets allocated to the MAGTF for prosecution of the MAGTF deep battle.

3. Direct USMC aircraft operations allocated for the MAGTF deep battle with the appropriate group(s) via the MAG air boss(es).

4. Coordinate with the ACC on the use of, and/or the need for, ACM's in the deep battle area.
Upon SWO approval, and in coordination with the Close Battle and Air Defense Cells:

a. Cancel missions and launches of preplanned missions in cases where requirements no longer exist.

b. Launch/Divert preplanned missions and provide mission briefs.

c. Alter scheduled launch times to meet new time-on-station requirements generated by changing tactical situations.

d. Direct launches of unscheduled missions and provide mission briefs.

e. Recommend the reconstitution of SLA missions.

f. Coordinate appropriate ordnance load-out for deep alert aircraft launched against unscheduled targets as determined by the analysis cell.

5. Notify the SWO of changes in deep battle asset availability.

6. Coordinate requests for JFACC assets for any deep requirements that exceed ATO asset availability/capability (time dependent).

7. Monitor and coordinate the movement of all MAGTF controlled Unmanned Aerial Vehicles (UAV's) operating in the MAGTF deep battle area.

8. Coordinate all dynamic re-tasking of MAGTF controlled UAV's operating in the MAGTF deep battle area with the airspace coordination cell, close battle cell, Fixed-wing Marine Unmanned Aerial Vehicle (VMU) Squadron, and the MAGTF surveillance and reconnaissance center.

9. Provide the single point of contact within COS for the synchronization of air operations with MEF attacks planned inside the ATO cycle.

10. Coordinate with the ADC for targeting Theater Missile (TM) launch platforms as time sensitive targets (TST).

G. Assessment Cell (AC). The Assessment Cell will require dedicated access to the TASS, via DSVT, and TBMCS. Access to a RAP platform is desirable. Within 2d MAW, the individual cells will normally perform the functions of the Assessment Cell as they report their observations to the COPSO, via the SAC/SWO.

H. Rescue Coordination Cell (RCC). The RCC will require dedicated access to the TASS, via DSVT, and access to TBMCS and a RAP platform while a Search and Rescue (SAR) mission is being planned/conducted. During XTACC operations, the RCC functions will normally be assigned to the Close Battle Cell. The RCC is responsible for the following tasks:

1. Supervise the activation and monitoring of SAR nets and execution checklists, as required.

2. Draft all messages pertaining to MAGTF Combat SAR (CSAR)/Tactical Recovery of Aircraft and Personnel (TRAP) operations (SAR incident report [SARIR], etc.).

3. Coordinate with the joint SAR coordinator, normally located at the Joint Rescue Coordination Center (JRCC) concerning TRAP aircraft availability and requirements for assets that exceed ACE platform capabilities/survivability for CSAR operations.

4. Notify the SWO of supporting aircraft requirements for CSAR/TRAP operations, the progress of CSAR/TRAP operations, and any situations that restrict or hinder CSAR/TRAP operations.

5. Coordinate CSAR/TRAP efforts with units and/or agencies external to the ACE (JFACC/JRCC).

6. Coordinate CSAR/TRAP efforts with the Air Defense Cell, Close Battle Cell, and/or Deep Battle Cell whenever such efforts transit their battlespace.

7. Complete and maintain TRAP/SAR reports.

8. Monitor status (including reconstitution) of CSAR/TRAP assets.

9. Provide feedback to FOS, via the SWO, on changes for subsequent ATO's concerning CSAR/TRAP support (packaging, Special Instructions [SPINS], checklists, etc.).

I. Intelligence Watch Section (IWS). The IWS will require a RAP platform (if available) and access to the TDN via a dedicated IOW and SIPRNET PC. A dedicated TBMCS Workstation (WS) is generally required for operations in a joint environment. TCO/Intelligence Analysis System (IAS)/IOW is considered the primary means for passing intelligence/combat information data within the MAGTF; however, TBMCS may be required for connectivity. Direct access to the TASS via DSVT and access to a Secure Telephone Unit (STU) III is required. The Intelligence Watch Section consists of the following personnel:

Intelligence Watch Officer (IWO)	Maj	0202
Intelligence Watch Chief (IWC)	GySgt	02XX
Intel Analyst (IA)	Sgt	0231
Intel Analyst (IA)	Sgt	0231

The IWS is responsible for the following:

1. Serve as the primary interface between the ACE G-2 and Current Operations.

2. Maintain a current display of the enemy situation, to include target locations and priorities.

3. Review all incoming Intel reports for significant developments, threat changes, and trends in the current situation.

4. Keep the COS crew abreast of all significant changes and developments within the enemy situation that may affect future courses of action.

5. Maintain continuous two-way dialogue with ACE targeting and analysis.

6. Coordinate with ACI for the development of intelligence collection plans.

7. Prioritize, collate, and forward requests for information between COS and ACI.

8. Advise the COS crew on enemy courses of action, MAGTF surveillance and target acquisition capabilities, and the current ACE intelligence collection plan.

9. Conduct informal situation update briefings to visitors as required.

10. Prepare reports from COS for the command Intel Summary and other information as directed by the ACE G-2.

11. Ensure that identified high payoff targets/high value assets are reported to the Deep Battle Cell for dissemination and possible targeting as immediate targets of opportunity.

12. Act as the conduit for BDA reporting within COS.

13. Ensure that Operational Data (OD) assessment is available within the current situation displays.

14. Coordinate with ACE targeting on immediate target nominations and provide a recapitulation of targets struck and BDA when available. Cross check upcoming ATO targeting plans against current BDA's to alleviate needless re-targeting.

15. Disseminate and collate intelligence (and combat information) information to subordinate agencies.

16. Ensure a continuous flow of intelligence related information between all agencies of the MACCS (and attached/adjacent units) and FOS.

17. Maintain a chronological log of all significant intelligence related events.

18. Maintain current and forecasted weather information and maps for the entire JOA.

19. Ensure all applicable intelligence communications circuits are monitored as required.

20. Ensure appropriate reference material is available to COS personnel for the following:

a. Aircraft performance capabilities/ characteristics.

b. Aircraft weapons system capabilities

c. Threat armament

d. Air-to-Air Missiles (AAM)

e. Surface-to-Air Missiles (SAM)

f. Air-to-Surface Missiles (ASM)

g. Surface-to-Surface Missiles (SSM)

h. Radar capabilities

i. Meteorological data

J. Ground Watch Section (GWS). The GWS will require dedicated access to the TASS, via DSVT, and a TCO/IOW. The Ground Watch Section consists of the following personnel:

Ground Watch Officer (GWO)	Maj	0302
Fire Support Officer (FSO)	Capt	0802
Engineer Officer (EO)	Capt	1302
Ground Watch Chief (GWC)	SSgt	03XX
TCO Operator	Cpl	7041
Advanced Field Artillery Tactical Data System (AFATDS) Operator	LCpl	7041

The Ground Watch Section will:

1. Monitor and interpret the current friendly ground battle for COS.

2. Maintain the friendly ground situation including current and planned fire support coordination measures.

3. Assist in interpreting the MAGTF commander's guidance and intent for COS planning purposes.

4. Act as the conduit for the receipt of all MAGTF approved preplanned requests for aviation support.

5. Coordinate and de-conflict as required, ground elements and supporting arms with air operations beyond the FSCL

to ensure safety of Special Operations Force (SOF) personnel and unity of effort.

6. Provide status on the air effort to MAGTF COS.

7. Coordinate changes to the MAGTF targets and priorities.

8. Advise Current Operations on restricted fire support coordination measures.

9. Maintain close and continuous coordination with the Ground Combat Element (GCE) regarding scheme of maneuver, intent, and fire support plan.

10. Pass the TACC intelligence picture to the GCE to ensure commonality for decision-makers.

11. Ensure the CBC is kept abreast of changes in priority of fires for planned mission diverts against appropriate targets.

V. TACC Crew Brief. This outline is intended to be used as a benchmark for daily operation crew briefs and should be briefed "by exception". Briefers must coordinate in advance to eliminate redundancy and repetition. Additionally, they must be articulate enough to paint a verbal picture so that all crew personnel can visualize the upcoming concept of operations. The SAC must ensure that all crew personnel are solicited for input during the debrief.

A. Senior Air Coordinator (SAC)/Senior Watch Officer (SWO)

1. Overview

2. Command and Control (C2) Warfare (C2W) Plan

3. Wing Commander's Intent

a. Orientation of Battlespace

b. Centers of Gravity

(1) Friendly

(2) Enemy

c. Critical Vulnerabilities

(1) Friendly

(2) Enemy

d. End State

4. Wing Commander's Concept of Operations

a. Operation Overview

b. Phases

5. Tasks

a. Specified

b. Implied

c. Essential

6. Operational Status and Location of MACCS Elements (FMC/PMC/NMC). Brief degradations of operational capability.

a. TAOC

b. DASC

c. ATC

d. LAAD

e. EWC

f. VMU

g. AIRBOSS

h. ATTACHED/ADJACENT UNITS

7. Commander's Critical Information Requirements (CCIR)

B. Intelligence Watch Officer (IWO)

1. General Situation

2. Special Situation

3. Threat Brief

   a. Enemy Ground Situation

      (1) Scheme of Maneuver

      (2) Units Involved

      (3) Threat Axis

   b. Location of Threat Bases

      (1) Time/Distance Matrix

   c. Air-to-Air Threat

   d. Air-to-Surface Threat

      (1) ARM/HARM

   e. Surface-to-Air Threat

   f. Surface-to-Surface Threat

      (1) TBM

      (2) Cruise Missile

   g. Electronic Warfare

   h. Radio Electronic Combat

   i. NBC Cability

      (1) Number, Type, and Locations

      (2) Delivery Systems

   j. Special Operations Capability

   k. Information Warfare

   l. Naval Threat

      (1) Number, Type, and Location

(2) Capabilities and Limitations

(3) Threat Axis

(4) Naval Aviation Threat

4. Enemy Courses of Action

5. Critical Information Needs

a. Information Needed

b. Information Routing Procedures

C. Crew Chief (CC) and Maintenance Coordinator (MC)

1. Weather

a. Current

b. Forecast (6 HOUR/12 HOUR)

2. TACC Operational Status/Locations (FMC/PMC/NMC)

a. Data Links

b. MSCS WS's

c. TBMCS (Including Remotes)

d. TCO/IOW

e. CDS

f. CTT

g. MS Exchange Server

3. Communications

a. SCR - Status

b. MUX - Status, Location, Terminal, Crypto

c. STU III

d. Leased or other Circuits

e. Switch Status

f. Tactical Data Network (TDN)

g. SIPRNET

h. NIPRNET

4. Crew Positions and Seating

a. ICS Utilization

5. COMSEC and Classified Material

a. Publications

b. Usage

c. Authentication

d. Location

e. Safeguarding

f. Changeover Times

6. Codewords/Prowords

7. Casualty Procedures

a. Equipment/Personnel

b. Assembly Point

c. Alternate TACC Location

8. Reports

a. OPSTAT

b. MIJI/FIR

c. SAR/MEDEVAC

d. JTAR/ASR

e. Engagement

f. BDA

g. MISREP

h. IFREP

9. NBC Procedures

a. Alarm

b. MOPP Condition

10. Emergency Evacuation Procedures/Emergency Action Plan. Brief crew responsibilities, bunker assignments, etc. during emergency destruction/evacuation and raid warnings.

a. Emergency Destruction

b. Rear Area Security Plan

c. React Procedures

(1) RAS Alarms

d. Local TBMD Procedures

11. Chow Schedule and Relief Procedures

12. Comments from MC

D. Air Defense Coordinator (ADC)

1. Friendly Assets

a. Ground (C3)

b. Aviation

(1) CAP Aircraft

(2) Timeline

(3) Strip Alert Plan

(4) Tanker Plan

(5) Airfields (Include Divert)

2. Priority of Events

3. Airspace Control

a. Area of Operations

b. Significant Terrain

c. Destruction Area

(1) BDZ

(2) MEZ

(3) FEZ

(4) JEZ

d. Minimum Risk Routes

e. Control Points

f. Other ACMs

(1) HVAA Tracks

4. Air Control

a. Delegation of Authority

(1) CAP Launch

(2) CAP Management

(3) OAS Launch and Divert

(4) Assault Support Launch and Divert

(5) OAAW Manager

b. Engagement Authority

c. SAW Mode of Control

d. States of Alert

e. Border Crossing Authority

5. Surveillance Areas

a. Assignments

b. Factors/Limitations

6. Identification

a. Criteria

b. Authority

7. Crosstell Procedures

8. Rules of Engagement

a. BVR Criteria

9. GO/NO-GO Criteria

a. Assault Support

b. FARP/RGR

c. OAAW

d. RECCE

10. IFF

11. Communications

a. Nets

b. Alternate Comm Plan

c. ICS

d. RIO Sequence

12. Critical Information

a. Information Requirements

b. Flow

c. Special Information Elements/Flow for Priority Event

13. ADWC AND WCS

a. Condition

b. Effective Time

14. Casualty Procedures

a. MEZ/FEZ Degradation Plan

b. Loss of Key Weapon System/Sensors/HVAA

(1) Restoration Priorities

E. Close Battle Coordinator (CBC)/Deep Battle Coordinator (DBC)

1. Friendly Situation

a. Location of GCE Elements

b. Ground Scheme of Maneuver

2. Friendly Assets

a. Ground (C3)

b. Aviation

c. CASEVAC

d. FAC(A)/TAC(A)/DASC(A)

e. UAV

f. Offensive Air Support

(1) Number and Type Available

(2) Management Plan

a. Delegation of Authority

b. TRAP Launch Authority

c. CASEVAC Launch Authority

8. TRAP Information

a. Assets/Location

b. TRAP Zones

c. SAFE Areas

d. ISOPREP Data Location

e. Launch Procedures

9. CASEVAC Information

a. Assets/Location

b. Launch Procedures

10. Rules of Engagement

11. GO/NO-GO Criteria

12. IFF

13. Communications

a. Nets

b. Alternate Comm Paths

c. ICS

14. Critical Information

a. Information Requirements

b. Flow

c. Special Information Elements/Flow for Priority Event

15. Casualty Procedures

16. Comments by Ground Watch Section

F. Interface Control Officer (ICO)/Track Data Coordinator (TDC)

1. Interface Configuration

a. Link Participants

b. PU/RU

c. TN Blocks

d. Filters

e. JTIDS Interface

2. JTAO Duty Assignments

a. Interface Coordination Unit

b. Track Data Coordinator

c. NCS

3. TADIL CMS Changeover Times

4. Communications

a. Nets

b. Alternate Comm Paths

c. ICS

5. Critical Information

a. Information Requirements

b. Flow

c. Special Information Elements/Flow for Priority Event

6. Casualty Procedures

a. Back-up Link Configurations

G. SAC

1. Joint/Combined Interoperability Issues

a. Interface with JFACC, ACA, and AADC

b. Airspace Control Areas/Sectors

c. Interface with FAA, ICAO, HN ATC Facilities

d. ATO Input and Distribution Method

2. EMCON Plan

a. RADCON

b. ZIPLIP

c. Authority

3. Casualty Procedures

a. RADC/SADC

b. TAOC

c. DASC

d. ATC

e. Attached and Adjacent

f. Restoration Priorities

4. Authority

a. ADWC

b. WCS

c. SAW SOA

d. LAUNCH/DIVERT

5. OPSEC

6. Emergency Procedures

7. Communications

   a. Nets

   b. Alternate Comm Paths

   c. ICS

   d. Net Restoration Priorities

8. Information Flow to Future Ops

9. ATO Dissemination/Updates

10. Loose Ends/Summary

H. SWO

1. Main/Supporting Effort

2. Critical Events

3. Priority Information

   a. CCIR

4. Priority Equipment

VI. Daily Turnover/Checklist. It is intended that key personnel will receive a turnover brief from their counterpart on watch, review message logs/folders, and in-brief with the Current operations Officer (or designated representative) to have a thorough understanding of changes that have occurred since the last watch. This is required to receive specific guidance/insight required for effective management of the ATO execution process. When coming off watch, the key watchstanders must out-brief with the COS Officer (or designated representative) to provide a summary regarding the conduct of priority events and problems encountered during the watch.

Ideally, there will be a "handoff" conducted with the FOPSO, COPSO, SWO, SAC, CBC, ADC, ADT, CBT, IWO, and GWO. This brief

will consist of a Ground Situation update, Enemy Situation brief, ATO synopsis, and critical events/decision points.

A. Air Tasking Order (ATO)

1. Current ATO (with all changes) on hand.

2. Parsed ATO on hand (ensure you save parsing template in CAFMS-X).

B. Airspace Control Order (ACO)/SPINS

1. Have copy of complete ACO/SPINS on hand for reference.

2. Scan ACO (cumbersome to read).

3. Read SPINS in detail (ensure appropriate changes to ACO, ACEOI, Air Defense Plan [ADP], ROE, etc. are made).

C. Airspace Control Measures (ACM)

1. Review ACM's in use (may be accomplished via Airspace Deconfliction System (ADS) in TBMCS or using MSCS).

2. Ensure your portion is accurate on the display.

D. Air Defense Plan (ADP)

1. Check for any ADP changes.

2. Status and relationship with RADC/AADC.

3. Review RADC/AADC Daily Intentions Messages (DIM).

4. Review DCA/Airborne Early warning (AEW) employment plans.

E. Rules of Engagement (ROE)

1. Defensive/Offensive.

2. Review recent changes.

3. Impact on allowable ordnance.

F. JFC and JFACC intentions

1. Review latest guidance/intentions

2. Establish priority of effort

G. Joint Integrated Prioritized Target List (JIPTL)

1. JIPTL on hand (reference as required during re-roll or re-task decisions).

2. Changes to targeting guidance.

3. Recent impact due to weather, enemy action, aircraft availability.

H. Standard Configuration Load (SCL)

1. Have SCL translated into easy to read weapons loadout

2. Imperative for re-roll/re-task (especially TST).

3. Do not assume ATO is correct when making decisions.

4. Confirm with Aircrew.

5. Know the optimal weapon choice for specific targets (bunkers, Undersea Warfare, armor, troops, etc.) or establish a reliable POC.

I. Enemy Order of Battle (EOB)

1. Get EOB update brief from Intel.

2. Air defense/IADS status.

3. BDA of priority targets.

J. Friendly Order of Battle (FOB)

1. Assets versus ATO.

2. IADS.

3. Airfields.

4. Ordnance availability.

5. SAW status/positioning (Aegis/Patriot).

K. Weather

1. Airfields.

2. MAGTF AO.

3. Target area (deep strike packages).

4. Effects on flight and electronic/surveillance systems.

5. Divert areas.

L. COMM and System Passdown Items

1. TBMCS

2. Single Channel Radio (SCR)

3. TASS

4. SIPRNET

5. NIPRNET

6. MSCS

7. TADIL architecture

8. Plain Old Telephone System (POTS)

9. Multi-Channel (MUX)/SATCOM

M. RAF/NFA

1. Plot locations (fratricide prevention).

2. Joint Special Operations Task Force (JSOTF) locations may provide targeting assistance (TST).

3. Critical host nation assets.

N. Armed Reconnaissance Areas

O. Target Priorities

1. ATO owner brief (concept of ops/priorities).

P. Air Support Requests (AIRSUPREQ's)

1. Review any AIRSUPREQ received outside ATO cycle.

2. Possible re-roll/re-task.

Q. Logbook

1. Review your logbook and check with other significant or related cells for recent events.

R. Secondary Control Point

1. Conduct inventory.

2. Initial as required.

3. Purge classified materials (destroy when no longer required).

S. State of Police (CC)

1. Within COS.

2. Outside Area

3. Camouflage Netting

CHAPTER 1

SECTION IV

Air Combat Intelligence

I. Introduction to ACE Intelligence Missions

A. Introduction. The mission of the Assistant Chief of Staff (AC/S) for Intelligence (G2) for the 2d Marine Aircraft Wing (MAW) is to provide intelligence support to the Commanding General in both garrison and deployed operations. The G2 accomplishes this by providing intelligence support to the six functions of Marine Aviation. Tactically, the G2 supports the operational ACE through the Air Combat Intelligence (ACI) Section in the Tactical Air Command Center (TACC) or the Expeditionary TACC (XTACC). Although many of the overall descriptions and procedures for the TACC, including the intelligence procedures, are discussed in Marine Corps Warfighting Publication (MCWP) 3-25.4, TACC Handbook, the details of how 2d MAW G2 provides this intelligence support to the ACE through the ACI will be described within this Battle Staff SOP, as well as the G2 Operations SOP.

B. ACI Support to TACC/XTACC. Because 2d MAW can provide the MAGTF Commander a scaleable TACC or XTACC, the G2 can provide the ACE Commander a scaleable ACI section. The primary missions of ACI in the TACC/XTACC are to support targeting and force protection. ACI does this by providing intelligence for future planning, ATO planning and current operations. The focus of force protection is both the air and ground crew at all applicable ACE facilities. ACI provides the following specific intelligence functions:

1. Intelligence analysis in support of Ground/Aircrew situational Awareness (SA).

2. Intelligence support to Indications & Warnings.

3. Target Development.

4. Intelligence Collections/Requirements Support.

5. Intelligence support to BDA and Combat Assessment

C. TACC/XTACC Tailored Support. Because the breadth and scope available between the XTACC and TACC can be wide, the ACI is

prepared to modify the level of its support, or drop selected intelligence functions altogether, as the ACE mission allows - particularly within the XTACC configuration. ACI can maintain its support in the XTACC to all functions of Marine Aviation by maintaining all intelligence functions, but limiting the breadth and scope of that support in systems and personnel. This will limit the sustainability of intelligence support as well as the number of aircraft per sortie intelligence functions, such as target intelligence, can support. If the ACE mission allows, ACI can also withhold support to a specific intelligence function - this will allow a smaller ACI in terms of systems and personnel to be deployed. In general, the ACI in support of the full ACE TACC provides the ACE commander full and sustainable intelligence functionality. The ACI in support of the XTACC can provide the ACE commander complete, but limited intelligence functionality, or selected functionality tailored to the XTACC mission.

D. ACI Support to MAG Flight Line Intelligence Centers (FLIC). In conjunction with supporting the ACE Commander and the TACC/XTACC Staff, ACI provides tailored intelligence support to ACE components. ACI support to the combatant flying squadrons and aircrew is channeled through the applicable Marine Air Group FLIC. The FLIC is composed of group and squadron intelligence personnel. The mission of the FLIC is to compile and present tailored intelligence produced by ACI and other intelligence organizations to squadron aircrew. The FLIC is also responsible for conducting aircrew mission debriefs and forwarding information/intelligence to ACI for further analysis and pass to other intelligence organizations. Additionally, the FLIC consolidates the group and squadron CCIR/PIRs and OIRs and forwards them to ACI. As required, the FLIC can also provide tailored analysis support to the squadrons to complement the intelligence provided by ACI. It is imperative that the FLIC and ACI intelligence personnel share analysis efforts to ensure that there is a consistent and through intelligence picture being presented.

II. Air Combat Intelligence (ACI) Organization and Functions

A. Primary Intelligence Personnel and the Intelligence Organization within the TACC/XTACC. ACI supports the ACE and TACC/XTACC intelligence requirements by providing intelligence to the various organizations within the TACC or XTACC - primarily Future Plans, Future Operations (FOPs), and Current Operations (COPs) - as well as to the Wing's subordinate units (the Marine Wing Support Group, the Support Group's squadrons,

and the fixed and rotary wing groups and squadrons). Although ACI provides the bulk of the intelligence support to the TACC/XTACC, it may not be the sole intelligence entity there. A larger TACC or XTACC could demand the presence of the G2 Officer, Deputy G2 (as the G2 Intelligence Plans Officer/SSO), and the G2 Chief who are not formally assigned to ACI. The G2 Officer, Deputy G2, and G2 Chief have specific intelligence responsibilities in support of the ACE when they are deployed, but they may not deploy for the XTACC. In such cases, the ACI Officer will cover all intelligence responsibilities. When the situation dictates, the full deployment of the G2 Section beyond the ACI allows the G2 to support a wide breadth of ACE missions with a greater degree of experience and depth. The G2, Deputy G2 and G2 Chief also assist ACI in providing intelligence to the other ACE staff representatives not located within the TACC/XTACC, i.e. G4, ALD, G6, etc.

1. G2. The G2 Officer, as the senior intelligence officer within the Wing, is the senior intelligence officer within the deployed ACE - when he/she deploys. If the Commanding General or Assistant Wing Commander does not deploy, the G2 Officer may delegate the full intelligence responsibility to the ACI Officer. When deployed, however, the deployed G2 is responsible to the ACE Commander for all intelligence support within the ACE.

2. Deputy G2. The Deputy G2, as the next senior intelligence officer within the Wing, is operationally billeted as the Intelligence Plans Officer to the Future Plans Section of the TACC and will deploy as required. The primary role of the Intelligence Plans Officer is to support the Future Plans Section by providing threat dispositions and possible enemy courses of action during branch and sequel planning. Depending on the scope of the ACE/XTACC mission, the Deputy G2 may not deploy for XTACC operations.

3. G2 Operations/ACI Officer. Although the senior intelligence officer within the Wing is the G2 Officer, the senior intelligence officer permanently located within the TACC or XTACC is the G2 Operations/ACI Officer. Regardless of whether or not the G2 Officer or Deputy G2 deploys with the ACE, there is always a requirement for the G2 Operations/ACI Officer. In the absence of the G2 Officer, the ACI Officer will act as the ACE Intelligence Officer. In the absence of the G2, the ACI Officer is responsible to the TACC Director for providing the TACC or XTACC, and the

ACE subordinate units with intelligence support. The role of the G2 Operations/ACI Officer will be further described below.

4. G2 Chief. As the senior enlisted intelligence Marine, the G2 Chief is responsible to the G2 Officer for all enlisted intelligence personnel and logistical support matters when the G2 Officer deploys. When the G2 Officer does not deploy, these functions will normally be delegated to the G2 Operations/ACI Chief.

B. ACI Intelligence Organizations

1. Air Combat Intelligence Section. Led by the G2 Operations/ACI Officer - henceforth known as the ACI Officer - ACI is the central intelligence organization of the TACC/XTACC. All intelligence sections organic to the MAW will work with and through ACI for all intelligence reporting and requirements. Attachments, whether U.S. Marine Corps, joint, or other service, will also work through ACI for all intelligence reporting and requirements. Although this relationship must not interfere with time-sensitive indications and warning (I&W) information, ACI must be involved with the coordination of I&W reporting procedures within the TACC and throughout 2d MAW ACE subordinate units. There may also be certain organizations (particularly those under Special Access Programs) that may require restricted access to their working spaces and/or limited distribution of their information/intelligence. The working spaces of these organizations may also be required to locate within the TACC Tactical Sensitive Compartmented Information Facility (T-SCIF) area. The establishment of these organizations within the TACC must be coordinated - particularly when they deal with any Sensitive Compartmented Information (SCI), Special Access Program (SAP), or any intelligence or targeting issues. The appropriate coordination must be with the TACC Director, the AC/S G2/Wing Security Manager, the 2d MAW Sensitive Compartmented Information Security Officer (SSO) and the ACI Officer. As the senior intelligence organization within the TACC, ACI has a number of intelligence watch/analysis and target intelligence cells that are located within the formal ACI spaces, as well as throughout the Future Plans, Future Operations and Current Operations areas of the TACC. ACI's intelligence personnel representation will vary according to the level of TACC supported. The bulk of ACI, however, will

generally be located within the formal ACI spaces - which will usually be centrally located between Current Operations and Future Operations in the physical layout of the TACC or XTACC. Appendices E and F identifies the intelligence personnel required for the TACC and XTACC Battle Roster, while Appendix G provides the generic layout of the TACC and XTACC ACI. The G-2 maintains a current base-line equipment density list for the TACC and XTACC. Appendix H provides the base-line intelligence system and connectivity requirements. The general intelligence organizations and missions within the TACC are listed below. Adjustments and consolidations to the below organization/responsibilities are made for the smaller XTACC. Details of each ACI organization and billet are provided in the G2 Operations SOP.

a. Intelligence Watch, Analysis & Dissemination Cell - provides all source intelligence analysis and the core of the G2/ACI watch in the TACC.

b. Command & Control Analysis Cell - provides signals intelligence derived indications and warnings and command and control analysis to all other ACI analysts with emphasis on target development.

c. Target Intelligence Cell - provides target development, target validation, and battle damage assessment/combat assessment to ACI and the TACC. This cell is usually divided into a Target Development, Target Validation, and, possibly, BDA sub-cells.

d. Intelligence Collections & Requirements Cell - provides support for CCIR/PIR and OIR development and tracking with lower, adjacent and higher headquarters. Also provides support for all ACE collection planning and/or support for ACE collection emphasis requirements to higher headquarters in support of PIRs/OIRs.

e. Staff Counter-Intelligence - provides the nucleus for all counter-intelligence planning and operations for the ACE. Since the MAW rates only one (1) Counter-Intelligence Marine, the bulk of CI/HUMINT support must come from higher headquarters.

f. Special Sensitive Communications Team - provides intelligence systems administration, TACC ACI

intelligence networking support, Special Intelligence communications support, and Y-DIN switching as required.

g. Weather Support Cell - provides tailored weather information for ATO planning.

2. Future Plans Intelligence Cell - Provides intelligence analysis as well as current and projected future enemy dispositions and various courses of action to the Future Plans Section. The Deputy G2 leads it when he/she is deployed and coordinates closely with ACI.

3. Future Operations Intelligence Cell - Provides target development and intelligence watch functions to the Future Operations Section, with a particular emphasis on supporting the development of the ATO. It is part of ACI.

4. Current Operations Intelligence Cell - Provides target validation and intelligence watch function to the Current Operations Section with emphasis on supporting the current ATO being executed. This cell is usually staffed with both Wing G2 intelligence personnel and MACG intelligence personnel. All functions, however, work as an extension of ACI.

5. USMC, Joint & other service intelligence team augmentation teams - Staffed as required. Augmentation and attachments can include MAGTF Human Intelligence Exploitation Teams, Radio Battalion Detachment, TERPES Detachment, Theater Missile Defense intelligence personnel, Defense HUMINT Service, etc.

III. Intelligence Support to the ACE Operational Planning Team (OPT)

A. OPT Intelligence Support Philosophy. ACI's interface with the various operational ACE staffs is continuous once a mission is given to the MAW/ACE, or is suspected. This interface occurs during both the garrison pre-deployment planning phases and the deployed operations. As the MAW/ACE transitions from pre-deployment planning to deployed operations, ACI must provide simultaneous intelligence support on several fronts - simultaneously. ACI begins its formal intelligence support to the ACE by supporting the ACE Operational Planning Team (OPT). The entire gamut of intelligence support is often provided in support of ACE mission planning. Threat capabilities (air, air defense, paramilitary, theater ballistic missiles, etc.) are investigated and presented. Intelligence in support of

logistical requirements is also conducted in conjunction with the G4 and MWSG personnel. The ACI continues support as the OPT transitions from its garrison pre-deployment status to the deployed and operational ACE TACC/XTACC staff. The deployed ACI continues to support ACE planning efforts by providing intelligence and personnel to the ACE Future Plans Section, Future Operations Section, and Current Operations Section.

B. OPT Intelligence Support and Intelligence Preparation of the Battlespace (IPB) Emphasis. Although the intelligence support that ACI provides to the various ACE planning efforts is aviation centric, the overall doctrinal planning process is well documented in the applicable MCWPs. IPB is the general term utilized to describe the operations and intelligence interaction that provides a commander with details and options in support of mission analysis leading to a decision. Two important aspects of IPB should be noted. First, IPB and the MCPP will occur at each Major Subordinate Command (MSC) level of the MAGTF. Second, IPB as described in the Army and Marine Corps IPB references is ground centric. There is currently no useful aviation IPB doctrine available. 2d MAW G2 Aviation IPB process and products are addressed in the G2 Operations SOP. Intelligence support to the OPT IPB process is focused on the following:

1. Situational Awareness (SA). ACI provides the ACE Commander, TACC Staff and subordinate commands with the general intelligence picture and threat within the AOR. ACI also provides specific area SA as required in support of specific mission planning or requirements.

2. Logistical Intelligence. ACI researches (through intelligence means) the logistical requirements of the ACE. Information includes airfield, port and lines-of-communication studies. ACI coordinates its research with G4 and MWSG since those organizations may have direct access to proposed 2d MAW air facilities.

3. Threats to Ground/Aircrew. ACI provides specific and tailored intelligence concerning threats and potential threats to future ACE missions.

4. Preliminary Target Development. During the IPB process, both the MAGTF CE and the MSCs will go through a target nomination process. The ACE will specifically nominate targets based on its analysis of enemy High Value Targets (HVTs) and High Payoff Targets (HPTs). This process will

be done in close coordination with the MAGTF targeting organizations.

5. CCIR/PIR and OIR Development. As the OPT progresses, information and intelligence requirements will emerge. The ACE Commander will develop his Commander's Critical Information Requirements (CCIRs). In support of this effort, the G2 and ACI will assist the ACE Commander with the development of the intelligence portion of this effort - his Priority Intelligence Requirements (PIRs). PIRs are the intelligence items that are mission critical to resolve and will be researched and answered by ACI, or forwarded to other intelligence organizations for resolution. Other intelligence requirements (OIRs) will also emerge from the OPT process. OIRs will also be researched by ACI and answered, or forwarded to other intelligence organizations for resolution.

IV. Indications and Warnings support to ACE

A. Indications and Warnings Integration (I&W). ACI and the C2 Analysis Cell serve as the primary coordinator for I&W integration within the TACC. I&W is largely provided by theater and national intelligence broadcasts. There are 3 main entities within the ACE that utilize time sensitive intelligence and information via formal I&W means. Within the TACC, both ACI and Current Operations have I&W requirements. The TAOC is the third ACE organization that utilizes I&W information provided via intelligence broadcasts. The VMAQ Squadron/TERPES Section also utilizes the intelligence and I&W information provided via the intelligence broadcasts in direct support of the squadron. There are differing specific I&W requirements (i.e. filter requirements) between ACI, Current Operations and the TAOC. These differences currently require dedicated receivers and networking solutions for each recipient. Future systems may help consolidate equipment. The ACI C2 Analysis Cell coordinates the I&W requirements for the TACC and the I&W dissemination architecture for the subordinate ACE units.

B. Tailored I&W Requirement. TACC Current Operations is predominately concerned with immediate indications of certain threat aircraft and IADS. Current Operations concentrates on immediate threats to aircrew during the execution of the ATO. Current Operations will often have immediate access to other theater I&W services. ACI's specific requirements differ from that of Current Operations. Although ACI requires I&W

information available to Current Operations, it also requires other intelligence provided by the intelligence broadcasts for detailed analysis and target development. The TAOC is geographically separated from the TACC and has unique requirements as well - particularly with regard to weapons queuing. It is not likely that the TAOC I&W requirements can be integrated with that of the TACC other than information sharing.

C. External ACE Support. Other organizations may attach to or augment the ACE TACC. Such organizations may have their own I&W receive means, or may have their own unique I&W/intelligence broadcast requirements. The ACI C2 Analysis Cell, as the TACC I&W coordinator, is the primary focal point for I&W requirements and dissemination architecture.

V. TACC ACI Intelligence Analysis and Target Intelligence Operations

A. Intelligence Analysis Support. The heart of ACI operations is the intelligence analysis that it conducts. This analysis supports the overall AOR/AOI SA within the ACC and among subordinate ACE units and directly supports the preparation of the ATO and air/ground crew protection in the execution of the ACE mission.

B. Target Development/Validation Overview. A primary focus of ACI is to provide targets to ACE strike planners in order to prosecute the enemy. ACI does this through its Target Intelligence Cell. The ACI Target Intelligence Cell is broken down into two sub-cells. The Target Development Cell works with ACI and the MAGTF CE Target Intelligence Section to develop targets, draft ACE target nominations, and assist with strike planning. They also provide analysis during the Combat Assessment phase of an ATO. Target Development predominately works out of the TACC Future Operations Section. The Target Validation Cell works with Current Operations to track the prosecution of targets throughout the execution of the ATO. They are often the first intelligence organization to get initial BDA feedback. They provide initial BDA feedback and target mission execution validation to ACI and Target Development. Target Validation predominately works out of the TACC Current Operations Section. The Target Validation Cell, along with the Current Operations Intelligence Cell, also provides the intelligence analysis and target information integration for all time sensitive targeting support.

C. C2 Analysis/Target Intelligence Integration. A unique aspect of 2d MAW is ACI's dedicated SIGINT analysis integration with the target development effort. The ACI C2 Analysis Cell is an all SIGINT source, analysis cell that has access to SCI source information and intelligence. In addition to the I&W coordination they provide to the TACC, the C2 Analysis Cell's primary focus is identification and development of IADS and TBM targets. They are located within the T-SCIF area of the ACI.

D. ACI Specific Battle Rhythm Integration. ACI's intelligence effort is fully integrated throughout the TACC Battle Rhythm. ACI provides input to all facets of mission. The following list summarizes this integration.

1. CCIR-PIR/OIR continued development. Although the PIR/OIR effort begins during the pre-deployment OPT evolutions, it continues throughout operations and will usually receive formal attention at the ACE Commander level at least once a day. The PIR/OIR effort is tied to preliminary ATO planning.

2. Pre ATO collection planning for MAGTF/Theater/National collection resources. Once PIR/OIRs are solidified, ACI immediately translates them into collection and information requirements. It can take as much as 3 days or more to acquire collection results after the requirement has been fielded, depending on the priority. It is vital to consider this when supporting formal ACE ATO planning. TACAIRRECCE support, i.e. ATARS, requires lead-time considerations for the imagery that is desired. Multiple ATOs are involved. First, the F/A-18/ATARS must get on the ATO to acquire the imagery. Then, once the imagery has been acquired, it is used to plan other ATOs.

3. Target Development input to FOPs. As the analysis effort continues, High Value Targets (assets valuable to enemy courses of action) are selected for High Payoff Targets (High Priority Targets that prosecution would support friendly courses of action) status and nominated to the MAGTF CE. The ACI Target Development Cell works closely with the MAGTF CE to ensure ACE target nominations are integrated with the overall MAGTF targeting objectives. It is vital for the MAGTF targeting effort for the ACE to receive the MAGTF target objectives and priorities in a timely manner in order to integrate them into the ATO planning process.

Additionally, targets will often require emphasis across several ATOs as collection is planned and provided, and strikes and re-strikes are executed.

4. DMPI and/or mensuration support to targets. Once targets are selected, full sortie/strike planning can proceed. ACI Target Development supports this effort by providing detailed target analysis, Desired Mean Point of Impact (DMPI) development, weaponeering support and access to mensurated coordinates tailored to the munitions to be utilized.

5. Detailed Target Information to Aircrews via FLIC. As targets are being developed for the ATO, ACI and Target Development will provide the aircrews pre-ATO release target information to assist with preliminary mission planning at the squadron. This information is provided via the FLIC and will generally consist of imagery, target graphics, DMPI information, mensurated coordinates, and tailored threat information of target area. ACI and Target Development continue to monitor targets for changes throughout the lifecycle of the ATO and will relay target changes through the FLIC prior to sortie launch, or through Current Operations once sorties are en-route.

6. Target Validation. As targets are prosecuted by ACE aircraft, the ACI Target Validation Cell tracks the execution of each mission. Initial BDA is often provided through Current Operations that the Target Validation Cell has immediate access to. The tracking of target prosecution and initial BDA information, along with other subsequent BDA and Combat Assessment efforts of ACI are used to assist with target re-strike decisions.

7. Target Intelligence Time Sensitive Targeting Support. High priority targets such as specific enemy units and weapons may not be initially located well enough to risk ACE aircrews. Should such high priority targets be located during the execution of an ATO, the decision to strike that target will often be made. ACI, Target Validation and Target Development will assist Current Operations with the target information and analysis to support aircrews already en-route, or, through the FLICs, aircrews mission planning at their airbase.

8. BDA. As missions are flown, BDA will be collected from various sources, including the pilot reports passed from the FLICs. This information is used for full Combat Assessment and re-strike recommendations.

9. Combat Assessment. See Section VI. Below.

VI. ACE Combat Assessment Techniques and Procedures

A. Philosophy. Successful targeting and Combat Assessment (CA) rely on good target objectives and guidance from the MAGTF and ACE Commander. Understanding the Commander's intent, along with a good IPB/Target Development process is key to the entire targeting process through CA. Effective CA combines elements of both "art" and "science" and relies upon solid operations/intelligence integration. ACI is involved in this effort predominately on the tactical and operational level. CA incorporates BDA with other indicators (or lack of indicators) on a target, and makes a judgment on the combat effectiveness of the target and the "system" it belongs to. ACI leads this effort in the TACC, but it encompasses the expertise of the entire TACC Staff and the ACE Commander. ACI also integrates the ACE Combat Assessment effort with that of the MAGTF.

B. Strategy-to-Task Methodology. Effective CA begins with a solid understanding of the MAGTF and ACE Commander's Guidance. This guidance must be formulated into an overall targeting strategy that provides the target/strike planners with the following information: 1) a review of the Commander's Intent and/or Targeting Objectives and Guidance; 2) an outline of the Targeting Objectives/Air Objectives that support the strategy; 3) an outline of the Target/Air Task that are support achieving a Target/Air Objective; and, finally 4) a list of Measures of Merit that support both quantifiable and qualitative "measures" from which to assess success. Good objectives and guidance begins with the MAGTF Commander's intent and any specific targeting guidance. The ACE must take the MAGTF Commander's intent, merge it with the ACE Commander's intent and develop Air Tasks. Examples of each category include:

1. Commander's Targeting Objective/Guidance element: "I need to gain and maintain localized air superiority over region A by D - X day in order to support the GCE's movement north.

2. Target/Air Objective: Degrade enemy IADs to allow uncontested CAS and Assault Support operations to support the GCE.

3. Target/Air Task: Locate and destroy the enemy's capability to launch SA-6 missiles. Candidate Targets: SA-6 launchers, missile storage facilities, early warning and target acquisition radars, key communication nodes.

4. Measures of Merit (to steer collection and assessments): SA-6 launchers physically viewed as damaged/destroyed. Target acquisition radar destroyed - or no post-strike emanation collected. Key communication ceases.

Publishing the above information at the MAGTF and ACE level are particularly helpful to the targeting staffs. The ACE can publish it own strategy-to-task information to further refine the Air Objectives, but it will be in close coordination with MAGTF strategy.

C. The Statistical Component of Combat Assessment. With a solid strategy-to-task outline, strike planning and CA will have a "road-map" from which to plan. The CA begins with BDA. Once an ATO has been executed, BDA must be collected. Some BDA reports will be immediate from the aircrew. Other BDA reporting will rely on theater and national collections that should be pre-planned and synchronized with the strike. Although BDA can be used for re-strike recommendations, a full analytical effort is often required to determine the effectiveness of a targeting mission. Depending on the theater or national interest of the target, this effort could involve several agencies. BDA is primarily concerned with damage/destruction evidence and numbers of type assets destroyed/remaining. Descriptive statistics is largely used in BDA - i.e. how many assets have been destroyed/damaged, percentage of assets functional. Statistical counting of BDA is just the beginning of CA.

D. The "Art" Component of Combat Assessment. ACI and the Target Intelligence Cells take BDA and compare it to the current strategy-to-task outline. The analysis effort is conducted by both operations and intelligence personnel within the TACC but is led by ACI. The analysis should be focused to linking the statistical information resulting from BDA with a comprehensive target system analysis. Target objectives are assessed beyond the item destroyed and into the overall system that they were a part of. A judgment is made as to the

effectiveness of the ATO compared to the goals of the strategy-to-task outline. The results of this CA effort are provided to the ACE Commander for final judgment and further guidance for subsequent ATOs. Results of the ACE CA are forwarded to the MAGTF Target Intelligence Section.

E. Combat Assessment Brief Format. (See Appendix I)

VII. Other Tailored Intelligence Support. Along with ACI's support to the development of specific pre-planed missions for each ATO, ACI also supports various reactive missions planning within the TACC. Highlights of this support are as follows:

A. Downed Aircraft/TRAP. ACI assists all planers in TRAP - both at the TACC level, as well as to the squadrons executing the mission - through the FLIC. The following are some of the items that ACI pursues through intelligence means:

1. Downed aircrew and aircraft location.

2. HLA/Z selection.

3. TACC, FLIC, and mission aircrew SA.

4. Tailored threat analysis in support of mission aircrew(s).

5. Coordination between MAGTF CE intelligence, GCE intelligence, ACE intelligence, and FLIC.

6. National and Theater support.

B. Time Sensitive Targeting. ACI works to provide the following information for all time-sensitive targeting missions.

1. Target location verification.

2. TACC, FLIC, and mission aircrew SA.

3. Tailored threat analysis in support of mission aircrew(s).

4. Additional target development, as required.

5. Post mission target validation, BDA collection coordination, and CA integration.

C. TBM/Mobile SAM Analysis and Targeting. Along with the above listed in the Time-Sensitive Targeting section, ACI works to provide other tailored analysis for all TBM/Mobile SAM targeting missions whether they are time-sensitive or otherwise. Special emphasis is provided to these threat systems because of their lethality to the ACE. ACI's efforts are focused on using all-source intelligence to quickly and accurately locate all key nodes of these systems. In many cases, particularly with elusive TBMs, the use of detailed special IPB techniques is necessary to support successful target prosecution. An outline of this process is provided in the G2 Operations SOP.

VIII. Other Tailored Intelligence Services. The following list highlights ACI intelligence services that currently exist or are in development to better support the TACC.

A. ACE Imagery Exploitation.

1. PGM quality mensuration. Being developed within the MEF Intelligence Battalion's Imagery Interpretation Platoon, and within 2d MAW ACI.

2. Other targeting or SA imagery. ACI researches both target specific and Situational Awareness related imagery and provides that imagery (usually in soft copy format), or the web-link information to planners throughout the ACE. ACI will have 2 - 6 Imagery Interpreters within the TACC. ACI will also work with MAG 31 Imagery Interpreters to coordinate TACAIRRECCE/ATARS missions and imagery.

3. ACI Imagery Dissemination Techniques.

a. Push/Pull concepts. ACI will post and maintain imagery on its imagery servers, provide links to other imagery servers, and push (soft/hard) imagery to planners as required.

b. Website/server. Along with imagery, ACI will post and maintain intelligence on the intelligence portion of the ACE SIPRNET web page.

c. Secure Fax. ACI maintains an imagery quality tactical secure fax. ACI has a small pool of secure faxes to provide to the FLICs as a telephone/fax back-up selected information provided on the SIPRNET.

d. Role of ACI Imagery Interpreters. ACI Imagery Interpreters are dedicated to the imagery management and interpretation for ACI. In the future, they may be able to do limited PGM quality coordinate mensuration.

e. Role of MAG 31 Imagery Interpreters. MAG 31 Imagery Interpreters are dedicated to ATARS mission planning and verification.

f. Role of Imagery Interpretation Platoon (IIP). The II MEF, Intelligence Battalion, Imagery Interpretation Platoon is the primary imagery interpretation organization in the MAGTF. Except for the imagery interpretation abilities of ACI and MAG 31, the majority of the ACE's imagery interpretation requirements will be fielded to the IIP through the appropriate request and tasking channels. MAGTF Intelligence Collections/Requirements will work with the IIP to broker additional imagery interpretation requirements beyond that of the IIP capacity as required.

B. ACI transfer from ship-to-shore, or point-to-point checklist. ACI is prepared to shift ACI functions from ship to shore, or from point to point. The details of ACI's technique are provided in the G2 Operations SOP.

C. Aviation Intelligence Support To Rear Area Operations. The G2 Staff Counterintelligence Officer serves as the primary intelligence coordinator for the force protection of ACE rear areas. Intelligence personnel from the MWSG should have access to the common intelligence picture, as well as to intelligence information provided on the ACI intelligence web page. 2d MAW G2/ACI will coordinate HUMINT Exploitation Team (HET) support as required.

D. Mapping, Charts & Geodesy (MC&G) support to the TACC. ACI serves as the primary POC for all MC&G requirements of the ACE Commander and the TACC Staff.

IX. Temporary/Tactical Sensitive Compartmented Information Facility (T-SCIF)

A. Introduction. During most deployments of the TACC and XTACC, the ACI will require a TSCIF to properly shelter SCI systems and connectivity. In some instances, a deployed Marine Aircraft Group (MAG) or MAG (-) may require a TSCIF

regardless if they are operating a TACC/XTACC or not. A TSCIF is an approved temporary SCI facility that is established by the appropriate command and approved/accredited via the appropriate SSO chain. For instance, if the MAW requires a TSCIF for the XTACC deployment to Europe, then the USCINCEUR SSO chain must approve. When a T-SCIF is established, a local Special Security Officer (SSO) must be locally established. A T-SCIF provides ACI and the TACC special intelligence communications and the intelligence services and connectivity that are available only via SCI means. This information is vital to the force protection and target development missions of ACI. Should there be a negligible target development mission, or a stable force protection environment, the ACE Commander could decide to forego the establishment of a T-SCIF for the TACC to save lift space.

B. TSCIF Message/Establishment. G2 SSO/ACI coordinates all official correspondence associated with the establishment of a T-SCIF. Once a T-SCIF is established, the appropriate security measures must be in place in accordance with the threat environment and the applicable regulations. Details of the T-SCIF establishment and security are provided in the G2 Operations SOP. MWHS-2 and MWSS must be incorporated into the planning for T-SCIF security.

C. Special Access Programs (SAP). On occasion, the TACC will host a SAP. A SAP will have the sponsorship of a senior field-grade officer from the TACC who will assist the SAP personnel and the SSO/T-SCIF personnel with security and access coordination. The SAP may require a physical space within the T-SCIF compound. The SAP may provide their own shelter, or may ask for a shelter.

CHAPTER 1

SECTION V

LEADERSHIP CELL

I. Purpose. The leadership cell will be composed of the ACE Commander, TACC Director and the Information Management Officer. The ACE Commander will provide commander's intent and guidance directly to the TACC Director on conduct of the operation along with his Commander's Critical Information Requirements (CCIRs) to the IMO. Planning is a fundamental responsibility of command. Commanders must not merely participate in planning but must drive the process. The commander's intent and guidance are central to planning. He uses planning to gain knowledge and situational awareness to support his decision-making process. His plan, communicated in oral, graphic, or written format, translates his guidance into design for action by his subordinate commanders and staff that will accomplish the mission. The leadership cell in the TACC provides guidance and direction to the entire TACC and ACE Battlestaffs. Command guidance and participation is required during all phases of the planning process from mission analysis to execution. Key inputs from the Commander in the initial phases of any operations include.

A. COMMANDER'S BATTLESPACE AREA EVALUATION (CBAE). The CBAE is the commander's personal vision based on his understanding of the mission, battlespace , and the enemy. The commander uses CBAE to develop, assess, and communicate knowledge to the staff to support the planning and decision-making process. CBAE may be nothing more than the commander's initial thoughts or the product of his detailed analysis. An example of the 2D MAW CBAE brief can be found in Appendix D. CBAE is composed of:

1. BATTLESPACE. The commander's battlespace consists of his area of operations, area of influence, and area of interest. The commander is normally assigned an area of operations(AO). He considers his mission, forces, inherent warfighting functions requirements and AO to determine his area of influence. He compares his AO against his area of influence to determine if its size and location allows him to accomplish his mission. If the AO is too large, too small, or not appropriately located, he informs his superior commander. Lastly, using all the above information the commander defines his area of interest

(AOI). The AOI includes all the factors that may influence the commander's operations, and encompasses the area of influence and AO. Among these factors are enemy forces and capabilities, host nation support, flow of forces and supply, sustainment, command relationships, boundaries, and fire support coordination measures. The commander passes his initial vision of his battlespace to his planners for use throughout the remainder of the planning process.

2. CENTERS OF GRAVITY(COG). COGs are defined as any an important source of strength. These may be mental, moral, or physical strength, power or will. COGs may exist at each level of war: strategic, operational, or tactical. COGs may be tangible or intangible. There may be multiple COGs. The concept of COG applies equally to threat and friendly forces. At the tactical level, the enemy's COG is normally an enemy unit. At the operational level, an enemy COG may also be a threat capability such as the ability to mass fires or conduct resupply. Friendly COGs are those strengths that the commander uses to attack enemy weakness and protect s from enemy attack. The commander may be assisted by his subordinate commanders and his staff in identifying COGs. The G-2 may be particularly helpful in identifying enemy COGs. The commander provides his staff initial enemy COGs so that they can begin to identify possible shaping and decisive actions. If the commander is unable to identify enemy COGs, he may substitute enemy strengths as COGs.

3. COMMANDER'S INTENT. Commander's intent is the commander's personal expression of the purpose of the operation. It must be clear, concise, and easily understood. It may also include how the commander envisions achieving a decision as well as the endstate or conditions, that when satisfied, accomplish the purpose. Commander's intent helps subordinates understand the larger context of their actions and guides them in the absence of orders. It allows subordinates to exercise judgment and initiative when the unforeseen occurs-in a way that is consistent with higher commander's aims. This freedom of action-within the broad guidance of the commander's intent-creates tempo during planning and execution. Higher and subordinate commander's intents must be aligned. The purpose of the operation may be derived from the "in order to..." portion of the mission statement or the execution paragraph of the higher commander's OPLAN or OPORDER.

4. COMMANDER'S CRITICAL INFORMATION REQUIREMENTS (CCIRs). CCIRs identify information on friendly and enemy activities and environment that the commander deems as critical to maintaining situational awareness, planning future activities, and assisting in timely and informed decision-making. CCIRs focus the commander's staff and his subordinate commanders planning and collection efforts. They help the commander tailor the command and control organization and are central to the effective information management, which directs the processing, flow, and use of information throughout the force. While the staff can recommend the CCIRs, only the commander can approve them. Within 2D MAW the information management officer (IMO) will be directly responsible for collating, recommending, managing and monitoring CCIRs. A CCIR matrix is included in Appendix J.

5. COMMANDER'S INITIAL PLANNING GUIDANCE. The commander develops his initial guidance using his CBAE, experience, and information available from higher headquarters on the mission. Commander's initial guidance provides the staff and subordinate commanders additional insight about how the commander views the mission. Depending on the time available, the commander may provide general guidance, as well as specific points he wants the staff and subordinate commanders to consider.

B. COMMANDER'S PLANNING GUIDANCE. The commander's planning guidance focuses the staff during the initial steps of the Marine Corps Planning Process (MCPP). It should be specific enough to assist the planning effort, but not so specific as to inhibit these initial steps. This guidance may be expressed in terms of the warfighting functions, types of operations, forms of maneuver, etc. Planning guidance should address the commander's vision of decisive and shaping actions to assist the staff to determine the main effort, phases of the operation, location of critical events, and other aspects of the operation the commander deems pertinent to the development of the plan.

1. DECISIVE ACTIONS. The purpose of all military operations is mission success. Decisive actions achieve mission success with the least loss of time, equipment, and most importantly, lives. They cause a favorable change in the situation or cause the threat to change or cease planned and current activities. For actions to be truly decisive, they must lead to a result larger than the action

itself. Decisive actions create an environment in which the enemy has either lost the physical capability or his will to resist. The unit conducting the decisive action is normally the main effort.

2. SHAPING ACTIONS. Shaping sets the conditions for decisive actions. They are activities conducted throughout the battlespace to influence a threat capability, force, or the enemy commander's decision. The commander shapes the battlespace principally by protecting friendly critical vulnerabilities and attacking enemy critical vulnerabilities. Shaping incorporates a wide array of functions and capabilities and is more than just fires and targeting. It may include direct attack, psychological operations, electronic warfare, deception, civil affairs, information operations, public affairs, engineer operations and preventive medical services. Logistical operations, such as stockpiling of critical ammunition, fuel and supplies to facilitate future operations, shape both friendly and threat forces. Shaping makes the enemy vulnerable to attack, impedes or diverts his attempts to maneuver, aids friendly maneuver, and otherwise dictates the time and place for decisive actions. It forces the enemy to adopt courses of action favorable to us. The commander attempts to shape events in a way that allows him several options, so that by the time the moment for decisive action arrives, he is not restricted to only one course of action.

II. Organization

A. TACC DIRECTOR (COL, 75/72XX). The TACC Director is the direct representative of the ACE commander in the TACC. The TACC Director is responsible for the planning and execution of the ACE OPORD or FRAGO and the overall functioning of future plans, future operations, ACI, and current operations. The TACC Director will normally be the ACE G-3 or the ACE G-7. He will ensure effective application of all available aviation resources in compliance with the ACE commander's intent/OPORD. The TACC Director will:

1. Supervise the operation of the TACC.

2. Appoint the Senior Watch Officer(s).

3. Advise the ACE Commander and staff of resource allocation.

4. Approve the issuance of the ATO.

5. Direct the monitoring, evaluation and adjustment needed to execute the ATO as necessary to meet the changing situations or to more adequately attain the objectives of air operations.

B. INFORMATION MANAGEMENT OFFICER (LTCOL, 72/75XX). The IMO position is a non-T/O garrison billet, normally assigned to an individual in the G-3 or G-7. The IMO works closely with the TACC and ACE Battlestaff, TACC director, Chief of Staff, and other IMOs to develop an integrated information management plan that allows information to be processed, prioritized, and exchanged to support the ACE mission. The key point is that the IMO must have an operational focus and a solid understanding of the mission, the ACE Commander's CCIRs and intent, and the multiple and redundant means to exchange information within not only the ACE, but within the MAGTF and Joint/Combined information network. Additionally the IMO will:

1. Conduct liaison with the AC/S G-6 on matters concerning network management, interoperability, communications and operating systems.

2. Provide the Chief of Staff with updates, as required.

3. Working with the TACC and ACE Battlestaff, establish and integrate the daily battle rhythm.

4. Coordinate with the TACC and ACE Battlestaff the development of the ACE Commander's daily briefings.

5. Develop the information management plan (IMP).

6. Head the information management cell.

7. Monitor the daily battle rhythm of higher headquarters.

8. Manage CCIRs.

9. Integrate with the Common Tactical Picture Manager (CTPM), and subordinate, adjacent, and higher headquarters IMOs to develop effective, efficient track management procedures.

CHAPTER 2

SECTION I: G-1 ADMINISTRATION

I. G-1 Staff Functional Requirements

A. Operational Planning Team (OPT). The Deputy AC/S, G-1 will be the 2D MAW G-1 representative for the initial operational planning for personnel issues associated with employment and deployment of the TACC and ACE Battlestaffs. This planning will include the personnel taskings to fill the Battlestaff T/O structure requirements as identified by the AC/S, G-7.

1. Deployment of the G-1 is conditional upon the deployment of the entire ACE Battle Staff, in which case the deputy AC/S G-1 and one clerk will deploy with the TACC advance party. For TACC employment requiring less than the full Battlestaff the Deputy AC/S, G-1 and the Plans Chief will assist the respective ACE S-1 in managing personnel augmentation for successful TACC operation.

B. Reports. The following reports are routine personnel reports required from subordinate units for higher headquarters when the TACC is employed:

1. The Daily Strength Report (DSR). The DSR is to be submitted to the CG, 2d MAW G-1 by all commands deployed in support of ACE operations in order to report the personnel status of their respective command. It is imperative that the information is accurate and that the report be submitted by the fastest means available, i.e. electronic mail, telephonically, etc., in order to meet the established deadlines of higher headquarters. The DSR is to be submitted on a 24-hour basis, beginning the first day of entry into the AOR. The DSR will contain personnel data and strength reflecting participating forces. Other personnel issues significantly impacting unit operations will also be noted. Casualties and replacements must be accurately identified and reported. Inclusion of casualty information on the DSR does not negate the responsibility for completion of the personnel casualty report required by current references. Appendix K contains the format for completion of the DSR.

2. The Joint Personnel Status Report (JPerStat). Like the DSR, the JperStat is to be submitted (when required) to the

CG, 2d MAW G-1 by all commands deployed in support of ACE operations in order to report the personnel conditions within a joint operations environment. Timeline and means of submission remains the same as for the DSR. Specific instructions for the completion of the JperStat report will be situational dependent and contained in Annex E of the applicable Operations Order. Appendix L contains the format for completion of the JPerStat.

3. Other reports. Other reports as deemed necessary by current directives, i.e. Personnel Casualty Report, Situation Reports, etc., will be submitted in accordance with the specific operations order.

C. Daily Briefing Requirements. As part of the 2D MAW Commanding General's daily briefing the G-1 can expect to brief the personnel status of units in support of the operation.

D. Additional instructions for coordination and management of personnel issues will be contained in Annex E of the applicable Operations Order.

CHAPTER 2

SECTION II: G-3 NBC

I. The NBC Officer is responsible for the planning and overall execution of NBC operations in support of 2d MAW operations. Specifically, the Wing NBC section is responsible for the following:

A. In support of Future Plans:

1. Conduct NBC vulnerability analysis.

2. Recommend Operational Exposure Guidance (OEG).

3. Develop an NBC recon, monitoring and survey plan.

4. Recommend decontamination site locations.

5. Plan for unit response to NBC attacks or hazards.

B. In support of Future Operations. Plan for and supervise the use of aircraft for aerial radiation surveys.

C. In support of Current Operations:

1. Supervise the employment of NBC specialists.

2. Respond to, and supervise unit response to NBC attacks or hazards.

3. Recommend MOPP level to ACE elements.

4. Supervise decontamination operations.

5. Integrate NBCD warning and reporting system (JWARN) into TCO and IOW work stations.

6. Provide warning and reporting pertaining to NBC operations.

CHAPTER 2

SECTION III

G-4 LOGISTICS

I. Planning

A. Operational Planning Team (OPT) Membership. G-4 membership to the 2d MAW Future Plans OPT will be tailored for the specific situation, mission and availability of personnel. However, at a minimum, OPT membership will include representation from G-4 Plans/Operations, Expeditionary Airfield (EAF) section, and Engineer section. The MWSG-27 G-3 Liaison Officer should be included as necessary to coordinate AGS requirements. An Airfield Site Survey is available in MCWP 3-21.1 Aviation Group Support to assist in site reconnaissance and ACE planning.

B. Expeditionary Airfield Planning Considerations

1. Airfield Selection. Locate and perform reconnaissance of potential Host Nation (HN) or expeditionary airfield sites for use by 2D MAW.

2. Host Nation Support. Evaluate HN capability to support aircraft operations in conjunction with 2d MAW G-4 (to include Engineers) and Aviation Logistics Division.

3. Equipment Sourcing. Develop sourcing plans for EAF/Aircraft Rescue and Fire Fighting (ARFF) equipment based on site selection and HN support availability.

C. Engineer Planning Considerations

1. The deployment of a MEB ACE may require the use of Intermediate Staging Bases (ISBs) as well as FOBs in the objective area. The ACE requirements for both FOBs and ISBs must be addressed for the following functional areas:

a. Facilities. Coordinate with 2d MAW G-4 EAF and ALD to identify FOB/ISB facilities requirements to include messing, billeting and maintenance for all ACE units.

b. Airfield Reconnaissance. Coordinate with 2d MAW G-3 and G-4 EAF to conduct airfield reconnaissance to determine suitability of existing airfields (to include taxiways and ramp space) to serve as ACE FOBs/ISB. Specify required improvements and hardening (airfield security, aircraft revetments). Should the mission necessitate FOB construction, produce terrain analysis, soils analysis, and critical path construction planning to determine capabilities required.

c. Route Reconnaissance. Conduct route reconnaissance from port of debarkation and MPF marshalling areas to proposed FOB site to determine capabilities of route to support surface transportation of ACE supply requirements. Route reconnaissance will include trafficability, bridge Military Load Classifications, radii of curvatures, gradients, and surface descriptions.

d. Base Camps. Determine requirements for billeting of ACE personnel to include power, messing, potable water, hygiene and work spaces. Coordinate with Camp Commandant(s)(designates) to develop locations for ASPs, fueling points, issue points, trash points, motor pools, dismount points, and security requirements.

D. Food Service Planning. The Food Service Officer (FSO) will coordinate the establishment of the feed plan and provide recommended mess site locations and sizes in conjunction with OPPLANS and the Commander's intent per MCO P10110.14L, Chapter 13, MCWP 4-11, Chapter 5, FMFLANTO, Chapter 9 and FM 10-23. The ACE operational ration requirements and Host Nation Support requirements will be provided to higher headquarters for consolidation and requisition. The Air Contingency MAGTF (ACM) rations (MRE's) are pre-staged at CSSD-21 and will not be included as part of the requested requirement. II MEF and CSSD-21 notification is required for ACM distribution. Additionally, the FSO will determine T/O and T/E requirements, identifying FIE, FOE, RBE and conduct equipment inspections, ensuring operational readiness per FMFLANTO P10110.2C, Chapter 7. The T/O requirements will also include identification of reserve augmentation billets. Coordination with the ACE G-1 and all other G-4 commodities is paramount.

E. Material Readiness

a. ATLASS II Plus Procedures. Three reports that would be required for equipment accountability and for requisitioning procedures. Unit Material File and Section Material Listing will accurately account for Table of Equipment (T/E) assets and equipment assigned to any Responsible Officers (R/O's). The Document Management Report would be utilized to track requisitions of equipment parts. A Functional System Administrator (FSA) will have to be included in personnel requirements for deployment. The FSA would be responsible for correcting any problems associated with server management or work center requisitioning. Deployable server and ATLASS II plus computer systems either laptops or desktops will have to be included in any deployment.

b. Fiscal Procedures. A Special Interest Code (SIC) will have to be established in the Standard Accounting, Budgeting, and Report System (SABRS) in or to accurately report and track all O&M,MC costs associated with a deployment. The using unit Ground Supply Officer will assign funding limits for all budget execution sub-activities (BESAs) utilizing SABRS and the deployable ATLASS II Plus system. Total O&M,MC operational costs will be reported separately to the Wing Comptroller.

c. MRE Requisition Procedures. Units will be required to submit requests for MRE support through either the supporting CSSD or ACE S-4 officer. MRE usage sheets with either block or individual signatures would be required to show usage of any MRE's. Supply would be required to maintain MRE's on a 708 card for accountability purposes.

d. Maintenance Management

1. Requisition Procedures. A work order matrix will be provided for all 2d MAW commodity work centers IAW WGO P4790.8E.

2. FAD II Request and Approval. FAD level will be requested prior to the deployment based on the criteria established by MCO 4400.16G.

3. Equipment Reporting File for Pacing Items. This ATLASS II plus extract file provides a listing of critical equipment and their readiness. This file will be maintained and updated on a daily basis.

5. Ammunition Requisition Procedures. Procedures for the requisitioning, issue and turn-in of Class (V) ammunition will be established IAW WGO P8000.1.

6. Ordnance

A. Security of weapons. Security ammunition for the guard force detailed to protect any established armory location, procedures for the issue and recovery of weapons, security of any weapons and deadly force requirements will be established IAW WGO P8000.1.

B. Armory Location and Procedures. Pursuant to OPNAVINST P5530.13, armories must be located where adequate lightening is available; barrier plans designed, and armed armory guards established.

7. Host Nation Support. Requirements for HN support will be submitted to the 2d MAW G-4 Operations section or to representatives in a host nation support cell if established.

F. Embarkation. All embarkation planning will conducted in accordance with WgO P4600.4 (SOP for Embarkation).

II. Deployment/Execution

A. EAF/ARFF equipment status reporting. Provide daily equipment status reports to the TACC Current Operations.

B. Engineer Operations

1. FOB. Task Aviation Ground Support units with establishment of FOBs as tactical situation dictates. Coordinate with other staff sections for transportation, emplacement and sustainment of FOB assets.

2. Rapid Runway Repair (RRR). Plan and coordinate RRR efforts as part of Base Recovery After Attack (BRAT) plan. Include prestaging of equipment and consumables to effect RRR. Coordinate with airfield operations regarding progress, completion and certification.

3. Material Handling Equipment (MHE). Exercise staff cognizance over validating MHE requests and sourcing support from organic ACE capabilities. Coordinate with

G-4 Operations for MHE missions sourced from outside ACE or in support of other elements of the MAGTF.

4. Environmental Compliance. Per ASO 4570.3 and HN requirements, coordinate hazardous material and other environmental compliance measures. The more stringent environmental compliance standards, either HN or US, will apply.

5. Fuels. Serve as Class IIIA and IIIW fuels coordinator for ACE. Coordinate fuels storage requirements with higher, adjacent and subordinate headquarters. Monitor stored amounts, storage and distribution capabilities of organic ACE bulk fuel assets.

C. Food Service Deployment/Execution. The FSO will monitor the distribution of food service assets and supervise the establishment of messing sites per NAVMED P5010, Chapters 1 and 9. Class I accountability and reporting procedures will be conducted per MCO P10110.14L, Chapter 9. Combat accountability will be initiated upon higher headquarters notification and reported per MCO P10110.14L, Chapter 13 and FMFLANTO P10110.2C, Chapter 3. Additionally, the FSO will monitor daily the ration types DOS and requisition requirements with the CSSE; DOS will be reported per LOGSTAT report to higher headquarters. Rear area security requirements tasked by ACE commander will be coordinated with the G-1 for assignment per MCWP 4-11, Chapter 6. Additionally, cooks may be assigned to the Graves Registration detail. These assignments will also be coordinated with the G-1/S-1 per MCWP 4-11, Chapter 4.

D. Embarkation. Preparations, marshalling and movement for embarkation will be in accordance with the applicable equipment technical manuals and WgO P4600.4_ (SOP for Embarkation).

E. Motor Transport. Planning and preparation of motor transport equipment for movement will be in accordance with FMFM 55-30, NAVSEA SW020-AF-ABK-010, OH-9 and WgO P11240.19D.

1. Route/Site Reconnaissance. G-4/MT will conduct a road net evaluation for both primary and alternate routes during planning prior to debarkation.

2. Road Master Support. The 2d MAW Road Master will monitor all equipment movement on assigned road nets to include vehicle inspections at unit staging areas.

3. Motor Transport Requests. The 2d MAW Equipment Request Form (2d MAW Form 11240) format will be used to request support beyond organic unit capability. The request form may be modified to include HN driving regulations and restrictions. See WgO P11240.19D

4. Operations. Motor Transport operations will be conducted IAW Chapter 5 and Appendix A of OH-9.

III. Reporting Requirements

A. Logistics Status Reports (LOGSTAT). LOGSTAT reports are provided to the II MEF G-4 as required in the deployment order. See Appendix M.

B. Operation Situation Reports (SITREP). Logistics information is provided to the 2d MAW G-3 for inclusion in the daily SITREP as required. See Appendix N.

IV. Briefing Requirements. G-4 will brief the daily logistics status as part of the regular scheduled daily TACC brief. See Appendix D.

CHAPTER 2

SECTION IV

COMMUNICATION AND INFORMATION SYSTEMS

I. Planning. The 2dMAW G-6 is responsible to the ACE Commander for all matters pertaining to CIS planning in support of the ACE C4I network. The G-6 will ensure that the appropriate representatives participate in all required conferences, and that all planning is conducted in accordance with applicable orders and directives. In order to accomplish this, the G-6 must be an integral part of all stages of planning. The G-6 fulfills its mission by coordinating with subordinate communications agencies as well as adjacent and higher headquarters.

A. Operational Planning Team (OPT). The G-6 Operations Officer will be the 2d MAW representative for the initial operational planning for CIS issues associated with employment and deployment of the TACC and ACE Battlestaffs.

B. CIS Planner (Future Plans Section). The G-6 Operations Officer is also the CIS Planner for the Future Plans section of the TACC. The CIS Planner translates operational requirements and commander's intent into a reliable, flexible plan what will adequately support the commander and his staff.

II. Published Documents. The G-6 will publish the following documents:

A. Planning Documents

1. Paragraph 5 of the Operations Order
2. Annex K of the Operations
3. Communications Supportability Estimates
4. Communications Electronics Operating Instructions (CEOI)

B. Briefs. The G-6 will brief CIS items at the daily brief. At a minimum the status of all services and any anticipated problems will be brief. See Appendix D for sample briefs.

C. Reports. The G-6 is responsible for the following reports:

1. Communications Status Summary (ComStatSum)
2. Communications Spot (ComSpot) Report
3. Meaconing, Intrusion, Jamming, Interface (MIJI) Report

4. Network Attack Report

III. Services Provided. The G-6, in conjunction with subordinate communications agencies will plan for the required CIS and services. The following core services will be provided:

A. Voice to include access to commercial, DSN and tactical
B. Data to include NIPRNET/SIPRNET access for:
   Email
   File
   Web browsing for intranet/internet
   x.400/x.500
   Messaging
C. Video Tele-Conferencing (VTC)
D. Single/Multi-Channel Radio
E. R-DIN/Y-DSSCS Message Traffic

Detailed planning instructions concerning the services listed above are provided in the Annex K (for the particular operation/exercise) and the 2dMAW Tactical Communications SOP.

IV. Roles and Responsibilities. Subordinate, external and adjacent communications agencies and staff sections each play a specific role in providing the services listed above.

A. Subordinate. Subordinate units provide the necessary personnel and equipment to Plan, Install, Operate and Maintain (PIOM) required CIS.

1. MACG-28

a. Assists in developing the C4I systems to PIOM CIS in support of the ACE headquarters and TACC.

b. Develops CIS architecture required to support MACCS C2 systems such Tactical Automated Digital Information Links (TADIL), Theater Battle Management Core System (TBMCS), etc.

c. Provides Operational System Control Centers (OSCC), as required, to coordinate communications functions internal and external to the ACE.

d. Provides external single channel radio and radio retransmission communications support for ACE operations.

e. Attaches communications detachments in support of the ACE headquarters/TACC and provides appropriate communications control, logistical, and billeting support.

f. Provides the ACE CE, MACCS agencies and Forward Operating Bases (FOB) digital backbone communications support for up to two airfields per detachment.

g. Terminates Mode I R-Din circuits and provides electronic message distribution of GENSER naval message traffic for the ACE CE, primary MACCS agencies and tenant units at respective FOBs.

h. Augments the XTACC C2 systems watch section with the following minimum personnel:

1. Watch SNCOIC/NCO	SSgt/Sgt	1
***NOTE:** Systems Chief Background preferred		
2. Small Sys Computer Specialist	Any	1
3. Field Wireman	Any	1
4. Field Radio Operator	Any	1

i. Establishes primary airfield call center to support telephone and computer problems and augments subordinate call centers as required.

j. Provides collaboration site support and repair facilities for all ground-common Test Measurement Diagnostic Equipment (TMDE) in the ACE.

k. Provides the cryptographic site support for all ground-common and MACCS-assigned communications security equipment within the ACE.

l. Provides maintenance support for ground-common communications equipment in the ACE.

m. Fabricates cables to support communications systems/equipment as required.

2. MWSG-27

a. PIOM internal airfield communications to include rear area security C2 and medical communications control requirements.

b. Supports internal requirements for the following agencies during various phases of any exercise (i.e. ACE AAOE, Embarked MAGs, and MPF operations).

c. On Order, co-locates with ACE SysCon/TechCon and supports and/or establishes respective FOB call centers to provide consolidated telephone and computer support to tenant units.

3. MAGs

a. Deploys with respective CMS accounts to support squadron requirements.

b. Provides CEOI support to respective squadrons.

c. On order, supports FOB call centers watch bill with organic small systems computer specialists.

B. External

1. II MEF G-6 provides direction for the installation and activation of all MAGTF C2 systems. Non-organic personnel and equipment requirements will be submitted to MEF. At a minimum, the following equipment will be needed to support the XTACC.

a. AN/TSC-93 satellite communications terminal and personnel to connect to a designated Standardized Tactical Entry Point (STEP) or to the MAGTF CE.

b. AN/TSQ-190 satellite communications terminal and personnel to connect to Trojan Spirit II network.

2. COMCABEAST G-6 assists with access to data and commercial/DSN circuits "reachback" communications as well as maintaining cognizance of the MCAS Cherry Point, Beaufort and New River joint call centers.

3. MCTSSA Fleet Support Team (contractor support) provides technical support for Marine Air Command and Control Systems (MACCS) unique C2 systems.

4. Defense Information Services Agency (DISA) provides access to the Defense Information System Network (DISN).

5. Marine Corps Information Technology Network Operations Center (MITNOC) Deployed Support Team provides support to access NTCSS Systems, MCTFS and other CONUS based information systems.

C. Staff Sections. Individual staff sections are responsible for providing computer workstations for section requirements to support designated NIPRNET/SIPRNET connectivity. Staff sections are also responsible for the operation of specific command and control systems that may be used in their respective areas. These systems include, but are not limited to GCCS, IOS, C2PC, AFATDS, TBMCS, etc. Staff sections are also responsible for all CIS equipment within their workspace. Additional operational requirements should be submitted to the G-6 as early in the planning process as possible. Many additional or unique requirements require long lead times and significant planning considerations.

V. References. The following reference publications will aid in CIS planning and execution:

A. MCWP 6-22 (CIS)
B. CJCSM 6231 Series (Manual for Joint Tactical Communications)
C. MCWP 3-25.9 (MACCS Communications Handbook - Coordinating Draft)
D. WgO P2300.8 (2dMAW SOP for Tactical Communications)

CHAPTER 2

SECTION V

AVIATION LOGISTICS DEPARTMENT

I. ALD Staff Functional Requirements.

A. Future Plans. The Aviation Logistics Department (ALD) will provide a representative to the Second Marine Aircraft Wing (2d MAW) Future Plans Operational Planning Team (OPT). ALD will provide an officer from the Plans Section (ALD-G), preferably the Major (MOS 6602 or 6002).

1. Equipment requirements. Equipment requirements for the ALD planner within the Future Plans OPT include, at a minimum, access to both secure and non-secure microcomputer workstations to include SIPRNET/NIPRNET connectivity, and secure/non-secure telephone connectivity. The TACC ALD EDL will be completed in MDSS II (Level VI detail) and will be submitted to MWHS-2 S-4/Embarkation.

2. Planning. The ALD-G representative/OPT participant will provide aviation logistics input to each step of the Marine Corps Planning Process (MCPP). For each step of the MCPP, the following ALD planning considerations are provided as a guide:

a. Mission Analysis. Aviation logistics is a force multiplier to the Aviation Combat Element. As specified, implied and essential tasks are identified, consideration must be given to the capabilities and limitations of ACE assets available for operations, specifically, mission essential tasks that will require special weapon systems logistical support (for example, radar, electronic countermeasure, precision guided munitions or preferred munitions, etc.).

b. COA Development.

1) Logistics Preparation of the Battlespace (LPB). LPB is conducted by the ALD planner in order to identify key features within the AOR that will impact aviation logistics support from both an operational and tactical perspective. For example, LPB will identify key airfields, ports, routes, etc. needed for aviation

logistics support. In particular are potential airfield beddown sites (space, facilities, host nation support, security, rail-heads, etc.) and ports for employing the aviation logistics support ship T-AVB. Host Nation Support, diplomatic clearances, and ordnance restrictions are also considerations. LPB is also important in identifying rear area security requirements for the logistics hubs/sites.

2) The ALD Plans Officer will coordinate the preparation of the "concept of aviation logistics support" with input from each of the functional experts in the ALD (Aviation Supply, Aviation Maintenance, Aviation Ordnance, Avionics, etc.) for each COA and for the overall ACE concept of operations. Key aspects of the aviation logistics concept of support include:

a) Employment of the Marine Aviation Logistics Support Program (MALSP) which includes the MALSP support packages such as:

1 Fly In Support Package (FISP). The initial pre-staged and protected aeronautical supplies/spares package to enable the first 30 days of combat flying hours. FISP is airlifted to the AOR and are pre-staged within 2d MAW by each T/M/S aircraft.

2 Remote Expeditionary Support Package (RESP). RESP includes the FISP and the Intermediate level logistics personnel and equipment needed to support initial aircraft operations (ordnance, support equipment, etc.).

3 Contingency Support Packages (CSP). The CSPs provide 90 days of sustainment in aviation supply and maintenance and are typically deployed to the AOR via the aviation logistics support ship.

b) T-AVB employment concept, which will include identification of Commanding Officer of Troops (COT), lead/host MALS designations, deployment configuration and employment concept.

c) Coordinate Aviation Ordnance standard combat loads (SCLs) for sorties that are included in a TAB to the Operations ANNEX of the OPORD.

d) Contractor/Civilian Technical assist/support requirements. The ALD planner will identify the need to deploy and employ contractor and civilian technical representative support in the AOR.

e) The ALD planner will also prepare "Staff Estimate of Supportability" to COA and for the final operations concept for the ACE.

f) Prepare "Aviation Logistics" Appendix 8 to Annex D (Logistics).

3) For each Course of Action (COA) that the OPT develops, aviation logistics estimates of supportability must be included. The aviation logistics estimates may be used to guide the operations planners to improve the COA when viewed in terms of logistics feasibility (for example, deployment flow, initial surge sortie logistics requirements, etc.) In addition to estimates, aviation logistics concepts of support will begin to be developed for each COA. This forms the basis of the Aviation Logistics Appendix 8 to Annex D (Logistics) to the Operations Order.

c. COA Analysis (Wargaming). From an aviation logistics perspective the ALD estimates of supportability are elements needed to evaluate different COAs during COA analysis and wargaming. Aviation logistics must synchronize logistics planning elements with the principles of logistics (is the concept flexible, simple, sustainable, etc.). The aviation logistics concept must also be synchronized with the operational concept of employment.

d. Orders Development. To assist the ALD planner, Appendix O (sample ALD Appendix 8 to the ANNEX D (Logistics)) is provided. Basic TABs recommended for the ALD Appendix include Aviation Supply, Aviation Maintenance (including Avionics), Aviation Ordnance, and Aviation Logistics Support Ship.

e. Deployment Planning and TPFDD Development.

1) ALD must coordinate the FDP&E for Marine Aviation Logistics Support Program (MALSP). The ALD planner will provide the following input to the Future Plans OPT:

a) Determine aviation logistics sustainment requirements (Class V(A)).

b) Develop initial concept of deployment/employment of the T-AVB to include:

- Activation request via the CINC to MARAD and MSC and timeline for ship sail.
- Command relationships of T-AVB.
- Deployment (either transport or operational mode) and employment (pierside or afloat and IMA configuration) concept of the T-AVB.
- Reverse planning to establish marshalling and movement to Port of embarkation and potential and time planning windows to meet Required Delivery Date in theater.
- Identification of port of debarkation and MALSP support concept in the AOR.
- POA&M for deployment for all embarking 2d MAW units.
- Requirements for external support to enable T-AVB deployment (FSSG, other services, Host Nation, civilian contractors, etc.).

c) Participate in G3/G4 Deployment Operations Team (DOT) for TPFDD certification.

d) Certify Load Plan/Equipment Density List for the ALD requirements and for the TACC ALD Watch Officer.

2) Review the certification process of MALSP and aviation logistics/sustainment elements in the TPFDD to "Level IV" detail.

3) MAGTF II/LOGAIS is the primary means of developing the TPFDDs in 2d MAW and for the inclusion of aviation logistics support. The Marine Aviation Logistics Support Program (MALSP) is the doctrine for completing the Force Deployment Planning and Execution (FDP&E) of aviation logistics and incorporating logistics and sustainment in the TPFDD. MALSP contains sustainment for the ACE for aviation peculiar Classes of Supply. This includes Class III (packaged), Class VII (Aviation Ground Support Equipment, Individual Material Readiness List [IMRL], and Mobile Facilities), and Class IX (aviation supply allowances). MALSP elements that are in the TUCHA file as Unit Type Codes (UTCs), will be used as basis for incorporating aviation logistics force requirements into the plan TFPDD. MALSP support packages enable time-phasing and rapid task-organization of aviation logistics elements based on number and type/model/series (T/M/S) aircraft. MALPS enables the aviation logistics planner to accurately and rapidly identify the aviation logistics needed to support the task-organized ACE. Each ACE TPFDD will display the MALSP support packages as separate Unit Line Numbers (ULNs) thus enabling improved logistics force identification and subsequent ACE TPFDD validation during execution. In addition to MALSP, sustainment must be planned for aviation ordnance/munitions requirements for the ACE (Class of Supply V(A)). Aviation Ordnance requirements will be estimated based on the number of aircraft, sortie types (mission type - Close Air Support, Deep Air Support, Armed Reconnaissance, etc.) and number of sorties. Initial estimates will change as the ATO is developed. Initial planning estimates (requirement ULNs) will be developed by the ALD Aviation Ordnance Officer and will be created to individual NALC and quantity detail, and will be included into the ACE TPFDD as sustainment ULNs. An initial sourcing plan will be developed for the force/sustainment requirement ULNs (MALSP and Class V(A)) in the TPFDD. The initial sourcing is crucial to the overall future planning effort (especially for Class V(A)) in order to identify critical aviation logistics shortfalls and to identify potential risk to the commander.

3. Execution

a. ALD will provide representation in the TACC (ALD watch officer).

b. OPORD execution begins with the publication of the Plan to Deploy Order (or Warning Order or Execute Order). At this point, the first vital step in the execution process is plan "Validation." The ALD will play a pivotal role in coordinating with subordinate units in the Wing the validation of aviation logistics peculiar elements in the OPORD TFDDD.

c. The ALD will also play a key role in the sourcing of aviation sustainment ULNs in the OPORD TPFDD. Class V(A) will be sourced by the supported CINC (Navy CINC designates a logistics agent in theater). Tracking and monitoring of each Class V(A) sustainment ULN -- with the assistance of II MEF, MARLORLANT, HQMC and the Naval Ammunition Logistics Center (NALC) in Mechanicsburg, PA -- is crucial to the success of this process. Access to JOPES and direct coordination with the Navy CINC logistics agent is recommended.

d. Integration of aviation planning into ATO process is also pivotal to sustaining the ACE. Aircraft availability changes and the publication of daily ATO (with missions and ordnance standard combat loads (SCLs)) will influence the requirements for sustainment.

4. Reporting Requirements.

a. The Battlestaff (ALD) will require information from subordinate units throughout the course of the battle. This information is needed for ALD to brief the ACE Commander to assess ever-changing combat capability and for ALD to monitor aviation logistics success and anticipate future requirements to enable combat operations. These information requirements from subordinate units include:

1) Daily Aircraft Material Readiness Reports (AMRR). Appendix P provides aircraft readiness posture, condition and logistics directly impacting aircraft availability. Reporting will be guided by COMNAVAIRLANT 5442.5D and WingO 5442.5A (Aircraft Material Readiness Reporting).

2) Aviation Ordnance daily expenditure reports and on-hand balance by site. Class V(A) reporting will be to individual NALC level of detail; at a minimum, precision guided munitions (PGMs) and preferred munitions (PMs) are tracked. Munitions Reporting (MUREPs) format will be employed as directed by higher headquarters. Siprnet Conventional Ammunition Inventory Management System (CAIMS)and JOPES accesses needed to track ordnance worldwide sourcing, delivery, and theater distribution.

3) Critical aviation supply status reporting. Non-Mission Capable Supply (NMCS)/Partial-Mission Capable Supply (PMCS) reporting will be included with the daily AMRRs, at a minimum. In-transit visibility (ITV) reporting from outlying expediting cells/distribution nodes will assist ALD in assessing the intra-theater distribution network (for both resupply and for retrograde flow), in elimination of bottlenecks, and in managing theater-wide aviation sustainment efforts.

4) Support Equipment and Test Bench Readiness Reporting/Test Bench Out of Service (TBOS) reports. Broad Arrow (as required report) and TBOS (monthly) status reports (see samples) will provide the ALD/Battlestaff a status of repair facilities and support equipment. These reports are guided by OPNAVINST 4790.2G (Broad Arrow) and CG 2d MAW 211710Z Jul 98 (TBOS).

5) Aircraft Engine status reporting may be included as a portion of the AMRR, or may be reported separately, depending on the logistics posture of aircraft engines and the concept of engine maintenance support.

6) T-AVB Commander of Troops (COT) Situation Reports will be developed in the OPORD and will include the status of T-AVB repair capability and a COT/commander's assessment.

II. Information Management:

A. Information Management Requirements.

1. MEF/MARFORLANT/COMNAVAIRLANT higher headquarters reporting requirements. ALD will have to submit reports to

higher headquarters, attached is a sample SITSUM that may be required by the MEF or higher.

2. Subordinate units (MAGs/MALS) requirements and times for reporting (see above, previously discussed).

3. Information for the ACE Commander/TACC:

a. Briefings. ALD will prepare daily Battlestaff briefings. Appendix Q contains sample briefing charts, which provide the Battlestaff a visual color-coded quick-display of the capabilities by major weapons systems (aircraft, PGMs, etc). This is the format ALD will employ for the daily ACE Battlestaff brief. Sample briefs include:

1) AMRR, aircraft condition/availability summary reports.

2) Aviation Ordnance status/expenditures reports.

3) Critical Item Status (NMCS/PMCS/Broad Arrow/Engines) reports.

CHAPTER 2

SECTION VI

STAFF JUDGE ADVOCATE (SJA)

I. Purpose. The 2nd Marine Aircraft Wing Staff Judge Advocate serves as the legal advisor to the Commanding General, his subordinate Commanders, and the Staff. The SJA will be assisted by a Deputy in the grade of Captain, a Legal Chief (GySgt/SSgt), and a Legal Clerk (Cpl/LCpl).

II. Support. The support provided by the SJA to the TACC and ACE Battlestaff will include, but not be limited to, issues relating to International and Host Nation servicing agreements, environmental law, operational plans and orders development and review, and rules of engagement review. The SJA and his staff will also provide a limited legal assistance capability. The SJA will coordinate with the Officer-in-Charge of the Legal Service Support Section of the 2d Force Services Support Group for augmentation of additional legal services as needed.

CHAPTER 2

SECTION VII

MEDICAL

I. Purpose. To provide policy and guidance required for medical planning and support for force health protection and health service support as a component of the Aviation Combat Element (ACE) Battle Staff.

II. MISSION

A. Routine medical support for the ACE Battle Staff will normally be provided by subordinate medical sections, primarily Marine Wing Support Group (MWSG) 27. Medical personnel from MWSG-27 will normally be sufficient to support routine day-to-day operations.

B. The Wing Surgeon will:

1. Function as a Special Staff Officer within the ACE Battle Staff and assist the ACE Commander by coordinating all medical support for the ACE.

2. Provide augmentation to the Future Plans Operational Planning Team (OPT) and orders development section, as required.

3. Provide medical input for, and participate in all phases of planning.

4. Determine medical support and/or personnel augmentation requirements for any ACE mission and ensure preparation of medical support plans for exercises and contingency operations.

III. Functions. The Wing Surgeon and his staff will perform the following functions during all pre-deployment and execution phases of operations.

A. Advise subordinate medical sections on health service support requirements to include preventive medicine, medical intelligence and any pre or post deployment medical requirements.

B. Task and assist deploying units to complete specific immunizations required for a specific AOR.

C. Task subordinate deploying units to complete pre and post health surveillance questionnaires, if required.

D. Liaison with higher headquarters to determine medical evacuation (MEDEVAC) procedures to include hospitalization of the sick and injured.

E. If additional medical personnel are required, initiate Medical Augmentation Personnel (MAP) requests to higher headquarters.

F. Identify non-organic requirements e.g., dental support from 2d Force Service Support Group (FSSG), to higher headquarters.

G. Submit appropriate reports as tasked by higher headquarters.

IV. ADMINSTRATION.

A. Reports.

1. Ensure subordinate medical sections submit initial joining report (Appendix R).

2. Ensure subordinate consolidated medical sections submit a daily medical status report (MEDSTATREP) (Appendix S). This information will be used to brief the ACE Commander on a daily basis.

B. Operations Plans/Orders.

1. As a member of the Future Plans OPT and the orders development section, the ACE Medical Officer and his staff are responsible for the development the following portions of the ACE Operations Plan/Order.

a. Health Services Appendix to Annex D (Logistics), or depending on the size and scope of the operation;

b. Annex Q (Medical Services) to include all appropriate appendices.

CHAPTER 2

SECTION VIII

DIRECTOR OF SAFETY AND STANDARDIZATION

I. Purpose. The primary objective of DSS is to preserve lives and assets while promoting an environment, which is conducive to both mishap prevention and mission accomplishment. In order to achieve this end, DSS should, to the maximum extent possible, be integrated into TACC and ACE battle staff training, operational planning, and mission execution. In order to function as an informed advisor to the ACE commander, DSS representatives must remain engaged with a given mission from its origin. Liaison with other staff sections in all operational phases will allow DSS to develop a complete picture of the hazards and risks, which may jeopardize mission accomplishment.

II. Responsibilities. DSS bears responsibility to the ACE Commander in all areas relating to the safe conduct of ground and aviation operations by ACE assigned forces. Normal duties will include:

A. Oversee administrative requirements such as incident reporting, mishap investigation, and site survey.

B. Monitor and analyze ACE future and current operations and provide pertinent feedback to the G-3 and ACE commander.

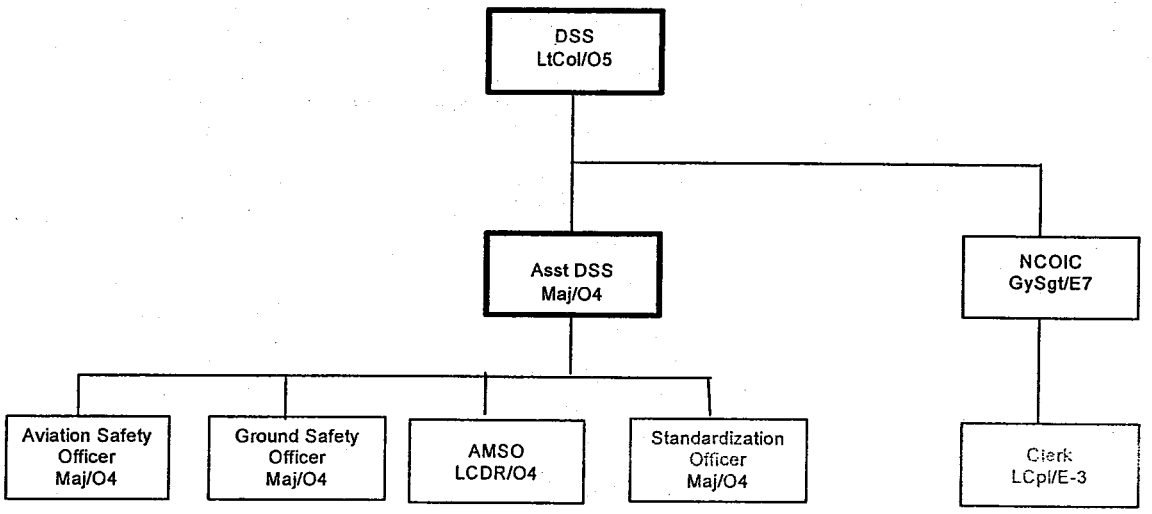
C. Augment the Future Plans OPT, as necessary, and provide ORM input during each step of the Marine Corps Planning Process.

D. Emphasize the performance of continuous ORM with regards to all present and future operations.

E. Conduct liaison/coordination with other MAGTF elements on safety related matters.

F. Make timely recommendations to the ACE commander regarding safety.

III. Organization. The DSS shall be deployed with the minimum number of personnel required to perform assigned duties. Nominal staffing is depicted in the following diagram:



A. Individual Responsibilities

1. Director of Safety and Standardization. The Director of Safety and Standardization is directly responsible to the ACE commander for matters, which fall under safety purview. Duties include:

a. Direct the accomplishment of safety requirements.

b. Ensure proper reporting up the chain of command.

c. Ensure timely dissemination of safety information to ACE personnel.

d. Participate in battle staff planning and integrate the ORM process in all aspects of planning.

e. Be prepared to brief the chain of command regarding safety developments/issues.

f. Attend briefings to the ACE commander concerning current and upcoming operations.

g. Conduct liaison/coordination with other ACE staff sections/MAGTF elements as required.

2. Assistant DSS

a. Supervise/review the activities of the DSS staff.

b. Ensure that the department head is informed of significant safety developments.

c. Perform the functions of the DSS when directed.

3. Aviation Safety Officer (ASO)

a. Collect and process aviation related mishap information.

b. Oversee preparation of aviation safety reports from major subordinate elements (MSEs).

c. Maintain safety oversight of ACE flying units.

d. Support subordinate units in the completion of required safety functions to include ORM.

e. Advise the DSS on all matters pertinent to the ACE in the conduct of operations.

f. Assist the DSS in effecting coordination with subordinate, adjacent, and senior agencies.

4. Ground Safety Officer (GSO)

a. Collect and process ground related mishap information.

b. Oversee preparation of ground safety reports from MSEs.

c. Maintain safety oversight of ACE non-flying units, and ground personnel in flying units.

d. Support subordinate units in the completion of required safety functions to include ORM.

e. Advise the DSS on all matters pertinent to the ACE in the conduct of operations.

f. Assist the DSS in effecting coordination with subordinate, adjacent, and senior agencies.

5. Aero-Medical Safety Officer (AMSO)

a. Oversee aero-medical/physiological/human factors/laser safety training of ACE personnel.

b. Support subordinate units in the completion of required aero-medical functions to include ORM.

c. Advise the DSS on all matters pertinent to the ACE in the conduct of operations to include aviation life support systems issues.

d. Assist the DSS in effecting coordination with subordinate, adjacent, and senior agencies.

6. Standardization Officer

a. Monitor flying unit's adherence to ACE standards/SOPs.

b. Collect and coordinate pertinent materials relating to NATOPS, or other publications, which govern the standardized conduct of flight.

c. Support MSEs in the completion of required standardization functions.

d. Advise the DSS on all matters pertinent to the ACE in the conduct of operations.

e. Assist the DSS in effecting coordination with subordinate, adjacent, and senior agencies.

7. DSS NCOIC

a. Assist in the preparation and dissemination of DSS administrative products.

b. Ensure currency of on-hand publications.

c. Assist the ASO, GSO, and Standardization Officer in the performance of their duties.

d. Support MSEs in the completion of required safety functions.

e. Assist the DSS in effecting coordination with subordinate, adjacent, and senior agencies.

8. CLERK

a. Provide administrative support to Safety and Standardization.

b. Perform required record keeping functions.

c. Assist in the transmission/dissemination of safety information and products.

d. Perform additional duties as assigned by the NCOIC.

CHAPTER 2

SECTION IX

MWHS-2

I. Purpose. MWHS-2 is not a member of the Future Plans Operational Planning Team; however, inclusion in the planning process is necessary to provide support to the ACE Staff.

II. Planning Responsibilities

A. S-1

1. Battle Staff/XTACC access rosters for MWHS-2.

2. Develop emergency leave procedures.

3. Update wills, powers of attorney, records of emergency data, and SGLI.

4. Identification/medical tags.

5. Update pre-deployment checklists.

B. S-3

1. Conduct site survey.

2. Develop camp layout/terrain assignment.

3. Submit ammunition requests to supply.

4. Develop training plan.

5. Obtain XTACC access rosters.

6. Ensure assignment of weapons to XTACC guard and RAS personnel.

7. Develop gear list.

8. Submit communications request (radio) to S-4.

C. S-4

1. Conduct site survey.

2. Develop camp layout/terrain assignment.

3. Assign billeting and workspace tents to all personnel. Post assignments and provide a copy to S-1.

4. Submit Logistics Support Requests (LSR).

5. Plan for the following supply class items:

   a. Class I.

   b. Class II.

   c. Class III.

   d. Class V.

   e. Class VIII.

   f. Class IX.

6. Ensure that sections have adequate embark boxes for equipment.

7. Create a Unit Deployment Listing (UDL) in MAGTF Deployment Support System II (MDSS II) and submit to ACE S-4/embark for Time Phased Force Deployment Data (TPFDD) input.

8. Ensure that messmen have required mess physicals prior to deployment.

9. Coordinate communication and connectivity requirements with G-6.

10. Ensure that adequate numbers of personnel obtain tactical driver's licenses.

11. Submit commercial truck (TOT) requirements to G-4/Embark as required.

12. Publish Camp Commandant LOI when applicable.

13. Conduct equipment LTIs.

D. Supply

1. Conduct purchase of necessary supply block items.

2. Identify section's requirements.

a. Tentage.

b. Equipment.

c. Personnel.

d. Communications requirements.

e. Power requirements.

3. Coordinate with S-4 TOT requirements.

4. Coordinate temp-loan requirements.

5. Identify and procure necessary CTEP equipment.

6. Contract for commercial requirements.

a. Rental vehicles.

b. Port-A-Jons.

c. Garbage disposal.

d. Other requirements as required.

7. Coordinate with S-4 MHE requirements.

8. Ammunition requests.

9. Manage ammunition issue and storage.

10. Arrange for procurement/transport of MRE or RCW messing.

11. Establish advance party personnel if required.

III. Deployment Responsibilities

A. S-1. Maintain accountability of personnel during deployment.

B. S-3. Embark NBC protection equipment.

C. S-4

1. Ensure vehicles, supplies, and equipment is properly prepared for movement via ship or aircraft.

2. Ensure safe and efficient embarkation of unit personnel and equipment.

D. Supply

1. Palletizing of supply block and squadron's equipment.

2. Finalization of commercial contracts.

IV. Execution Responsibilities.

A. S-1

1. Mail.

2. Morning reports

3. Casualty/serious incident reporting.

4. Accountability procedures.

5. Watch bill.

6. Consolidated administrative support.

B. S-3

1. Coordinate XTACC security.

2. Training.

C. S-4

1. Coordinate camp construction as required.

2. Coordinate 2nd and 3rd (if necessary) echelon maintenance for tactical equipment through supporting CSSD.

3. Coordinate transportation and engineering requirements through supporting MWSS.

4. Establish camp armory when necessary.

5. Post and update necessary Camp information.

6. Provide messmen and cooks as necessary, depending on force deployment strength, to augment the supporting MWSS and establish a CG's mess.

7. Perform functions of Ground Safety Officer (GSO)/SNCO and address all safety related issues in AOR.

D. Supply

1. Provide supply support during exercise.

2. Coordinate necessary ration support requirements through supporting CSSD.

V. Reporting Requirements

A. S-1

1. Submit morning reports to G-1.

2. Sections will submit personnel rosters prior to deployment.

B. S-3

1. Sections will submit after action comments within five (5) working days after the conclusion of exercises in MCCLS format.

C. S-4

1. Sections will submit passenger manifests prior to deployment.

2. Sections will submit UDL's prior to deployment.

3. Sections will submit logistics/supply requirements prior to deployment.

D. Supply. Operational costs reported to 2DMAW Comptroller.

V. References

A. The following references are applicable to the information contained within this document:

WgO 4082.1C	Logistics Support Request (LSR)
WgO P4600.4C	Standing Operating Procedures for Embarkation
WgO P7000.5B	Standing Operating Procedures for Financial Management
MCO P4400.150	Marine Corps Order for Supply

CHAPTER 2

SECTION X

RELIGIOUS MINISTRY SUPPORT (RMS)

I. Purpose. The Religious Ministry Support (RMS) mission is to provide Operational Religious Ministry (ORM) to assigned Marines, Sailors and other authorized personnel in order to strengthen individual readiness to support mission capability. WING RMTs (Religious Ministry Teams, composed of one chaplain and one enlisted support person each) will provide for or facilitate the free exercise of religion for all personnel.

II. ACE Chaplain Responsibilities.

A. Coordinate a Command Religious Program (CRP) by directing the ministry efforts and placement of all chaplains assigned to the ACE and subordinate units.

B. Attend all staff meetings and advise the ACE commander on a regular basis.

C. Coordinate religious support needs, resources and ACE requirements with the senior MAGTF Chaplain.

D. Identify military chaplains, contract clergy, Host National Clergy, certified Lay Leaders and religious ministry enlisted support personnel who will be available for ministry within the Area of Operations (AO).

E. Ensure RMTs are prepared for special operations such as NEO, MOOTW, and Ministry to Detainees/Enemy Prisoners of War, etc.

III. Planning. All RMTs will put into action a unit commander approved Religious Ministry Support Plan (RMSP) for the delivery of ministry in their AO. This plan will include but not be limited to: regularly scheduled worship services, special seasonal/Holy Day observances, worksite/confinement/sickbay visitation, hours of operation for counseling and religious education. An awareness of unit operations must be maintained in order to develop and execute an RMSP. Emergency situations and/or special opportunities will be handled as they arise. The

ACE Chaplain must be informed of RMSPs and of any emergencies that may arise.

IV. Deployment. All RMTs will deploy with their assigned units and, once in the theater of operations, will inform the ACE Chaplain of their location. The RMTs' assigned unit will provide transportation requirements within theater. All movements of RMTs within their respective AOs will be coordinated by their unit and reported to the ACE Chaplain. All projected movements beyond their respective AOs will be coordinated via the ACE Chaplain.

V. Execution

A. Each Commander is responsible for the logistic support of his RMT and CRP. This will include but not be limited to:

1. Appropriate Office, Worship and Religious Education spaces.

2. Confidential space for Pastoral counseling.

3. Transportation support IAW the RMSP approved.

4. Rapid replenishment of consumable religious supplies.

B. ACE Unit Commanders at all echelons will be advised by unit chaplains regarding matters concerning religious needs, morale and welfare of ACE personnel. Chaplains will keep abreast of developing operational situations and conditions of living and working spaces.

C. Worship services will be provided or facilitated for identified faith groups. Personnel having special religious needs should contact their unit Chaplain prior to deployment. Religious services will be conducted on a regular basis in camp areas or as needed to meet special needs.

D. Religious training/education and spiritual development opportunities will be provided as appropriate when operations permit.

E. Pastoral care and counseling will be provided according to the needs of assigned personnel. This pastoral care will include:

1. Ministry of presence and encouragement through visitation of work and living spaces.

2. Mass Casualty Ministry, following the medical triage process.

3. Routine ministry to the sick and injured. All ACE Chaplains will visit their personnel in ACE sickbays or local medical facilities.

VI. Personnel Augmentation. Outside the ACE, the II MEF Commander is the Augment Ministry Section (AMS) coordinator. All requests for augmentation from outside the ACE will be directed to the II MEF commander via the ACE commander.

VII. Reporting Requirements.

A. Senior Major Subordinate Element (MSE) Chaplains will liaison with the ACE Chaplain on a daily basis.

B. All RMTs will maintain a record of ORM provided during the operation. A Religious Ministry Report (MinRep) will be submitted weekly and when requested.

C. All RMTs will, within ten working days of the conclusion of the operation, submit an after-action report to the ACE Chaplain. Include plans/programs conducted, worship services conducted, worship services facilitated, attendance records, number of counseling sessions, number of visits/ contacts, problems encountered and recommendations.

D. All "G" sections will notify the ACE Chaplain when situations warrant, i.e. plane crash, casualties, POW's, etc.

CHAPTER 2

SECTION XI

MARINE WING SUPPORT GROUP-27 G-3 LIAISON OFFICER

I. Purpose. The Marine Wing Support Group-27 G-3 Liaison Officer is the principle liaison officer to the 2d MAW TACC and ACE Battlestaff and 2D MAW FOPs OPT for AGS planning and coordination.

II. Manning. The requirement for an LNO is based on the tactical situation. The MWSG G-3 LNO is not envisioned to be a permanent billet to the Wing Staff.

III. Responsibilities

A. Maintaining situational awareness of 2dMAW planning focus and facilitate/coordinate MWSG/MWSS involvement in the planning process.

B. Ensure AGS is considered and properly addressed in 2dMAW planning.

C. Maintain situational awareness on 2dMAW current situation and developing branches or sequels.

D. Keeps the Operations Officer and Commanding Officer, MWSG-27 appraised of 2dMAW planning efforts.

E. Ensure the Wing G-3 is kept appraised of the ability of MWSG-27 to perform the fourteen functions of AGS.

F. Deploys as a member of the MWSG-27 "Alpha" command element.

G. Assists the G-4 in the planning and coordination of AGS.

IV. Reports. Receives the daily MWSG-27 Operational Summary Report (Appendix T).

V. References

A. MWSG-27 Group Order 3501.1, MWSG-27 Operational Planning.

B. MCWP 3-21.1 Aviation Ground Support.

VI. Support Requirements

A. One (1) field desk.

B. One (1) laptop computer with LAN drop.

C. One (1) tactical phone with secure capability.

CHAPTER 2

SECTION XII

Force Deployment Planning and Execution

I. FDP&E Defined. FDP&E is the process by which the Marine Corps gets its forces to a fight. It is designed to interact with the Joint Operations Planning and Execution System (JOPES) and the joint doctrine for FDP&E established in JP 3-35, *Joint Deployment and Redeployment Operations*. With exception of the smaller portion of forces forward deployed with a MEU or on a Unit Deployment Program or Global Naval Force Presence deployment, the majority of 2d Marine Aircraft Wing commanders and staffs will have to operate in this process in order to get to war or to an operation other than war.

II. Joint Responsibility for FDP&E. The Marine Corps process must successfully interface with joint doctrine and requirements. During October 1998, the Secretary of Defense designated CINCUSJFCOM as the Joint Deployment Process Owner and DOD Executive Agent for joint deployment and redeployment matters. To that time, joint deployment doctrinal development was sponsored by the Director of Logistics (J-4), Deployment Division, and led by the CINCUSTRANSCOM. The J-4 still provides oversight and some other responsibilities to the Joint Deployment Process. The Director for Training (J-7) provides training in the joint deployment process through the JOPES Training Organization and its facility, the Joint Deployment Training Center at For Eustis. During September 1999, the J-4 published capstone joint deployment doctrine with JP 3-35. It is unusual that a logistician sponsored a "3" series doctrinal publication - the designation was made to recognize deployment as the first and iterative requirement to effective combat operations, bringing increased attention to the deployment phase by both the logistics and operations communities.

III. Marine Corps Responsibility for FDP&E. Up until 1998, informal "end-to-end" ownership of the Marine Corps FDP&E process was with the Commandant's Operations Deputy - Headquarters Marine Corps Deputy Chief of Staff for Plans, Operations and Policy, National Plans Branch (HQMC DC/S PP&O, PLN). DC/S, PP&O is the responsible officer for Marine deployments, in general. This responsibility was informal at best; a 1997 Required Operational Capability identified the requirement to formalize this sponsorship through an ALMAR. The ALMAR was never released, and as of publication of this

directive, no "end-to-end" HQMC owner of the process has been formally established. Process ownership currently begins with COMMARFORLANT AC/S, G-5, and flows through CG II MEF AC/S, G-5 and CG 2d MAW AC/S, G-3 Plans. Though this responsibility is held by operational planners, the process is more horizontal then vertical and thus requires full participation and cooperation among operators, planners and logisticians.

IV. FDP&E Process within 2d MAW. The process in 2d MAW essentially follows a circle of determining requirements, and of sourcing requirements. To understand the process, one must envision two chains, the chain of the deploying commanders and their time-phased force requirements, and the chain of providing commanders, and their sourcing of personnel and equipment. For 2d MAW, the process begins once the ACE Commander approves the concept of operations the ACE planners meet at the II MEF Deployment Operations Planning Team (OPT) level. This team is led by the II MEF G-3, and supported by the G-1, G-4 and G-5. Deployment commanders determine their requirements, report these requirements on a MAGTF II Deployment Plan, and validate them to a MAGTF Commander. A MAGTF (or independently-deploying Marine air organization, such as MAG-31 (FWD) to Taszar, Hungary in 1998) then validates the requirements to CG, II MFE or a MARFOR or JTF Commander. The II MEF Deployment OPT eventually coordinates sourcing of these requirements. The providing commanders then source designated requirements, using MAGTF Deployment Support System II (MDSS II) Unit Density Lists (or, if time is short or frequent changes expected, right out of MAGTF II), validate them to the Wing Commander, and deploy them, when directed, to the designated Tactical Assembly Area. It is important to note that Providing Organization responsibility does not end when the forces depart home station, but when the forces arrive at their destination in another theater.

A. Conceptual Planning. Performed by the deploying commander, usually through G/S-3 & 5, in the 'report-for-planning' relationship with a MAGTF, MARFOR or JTF commander. This planning should result in a concept for employment and a validated force requirements, in MAGTF II software format, that supports the employment.

B. Functional Planning. Performed with cooperation between deploying and providing commanders, mostly through G/S-3 & 5. This planning should result in a time-phased deployment plan that supports the force requirement, in MAGTF II or JOPES software format, that is ready for sourcing.

C. Detailed Planning. Performed with cooperation between deploying and providing commanders, mostly through G/S-1, 4 and ALS/MALS. This planning should result in the requirements being sourced and sustained through MAGTF II Unit Density Lists and imported into the MAGTF II plan.

V. FDP&E Responsibilities within 2d MAW

A. AC/S, G-1. Support the process through coordination and sourcing of individual personnel requirements reflected on TPFDD, such as Liaison Officers. Furthermore, the G-1 supports this process by reviewing the TPFDD for manifest accuracy.

B. Group/Squadron S-1. Support this process by ensuring accurate sourcing of personnel, and those personnel are reflected within the TPFDD. The G-1 also supports deployment execution by obtaining accurate manifest information, by Unit Line Number, of departing personnel and ensures this information is forwarded to S-3 or AC/S, G-3 for input into JOPES applications on the GCCS.

C. AC/S, G-2, Group/Squadron S-2. Supports this process by ensuring information and operations security is maintained.

D. AC/S, G-3. AC/S, G-3 Plans has ownership of the FDP&E process within 2d MAW. It is through this Division that development and validation of all 2d MAW TPFDD is coordinated, and that all deployment-related 2d MAW communications are transmitted over the GCCS. G-3 Plans also manages the population of 2d MAW Enlisted MAGTF Planning Specialists (MOS 0511) and overseas the operational requirements for GCCS within 2d MAW.

E. Group S-3. Group MAGTF planners merge input provided by the Group S-4 and S-1 into a MAGTF II Deployment plan, which is then submitted to the 2d MAW AC/S, G-3. Additionally, MAGTF planners will ensure that time phasing and structure of forces are in accordance with Group/Squadron or ACE Commander's direction. Group S-3s will validate deployment plans, and as required and/or upon deployment execution, report and track force movements into JOPES applications on the GCCS.

F. Squadron S-3. Squadron MAGTF planners support this process by ensuring their squadron commander's requirements are accurately reflected in the Group's MAGTF II deployment

plan, and by ensuring the assets are sourced in a manner that support mission requirements.

G. AC/S, G-4. The G-4 supports this process by managing all 2d MAW Logistics Automated Information Systems (LOGAIS, the DOS-based applications on which TPFDD is developed at the squadron and Group level). The G-4 is also responsible for coordinating sustainment requirements that must appear in the TPFDD, and for coordinating CSSD support to deployed MWSSs. The G-4 reviews the TPFDD for embarkation accuracy prior to submission to II MEF.

H. Group, Squadron S-4. Support this process by sourcing required equipment and sustainment, using MAGTF Deployment Support System II (MDSS II) unit density lists. Furthermore, they report information regarding the embarking force, to include reports of departure, by unit line number to the S3/G3 for input into JOPES applications on the GCCS.

I. AC/S, G-6. Support this process by providing technical support to the GCCS and secure website requirements within 2d MAW, and by reviewing TPFDD for submission to II MEF.

J. AC/S. G-7. Supports this process by sponsoring the ACE OPT in the Marine Corps Planning Process (MCPP), concept of operations and operations order development. Additionally, the G-7 will identify and time-phase the ACE Battlestaff requirements.

K. AC/S, ALD. Supports this process by coordinating development and sourcing of MALSP requirements, and by reviewing MALSP plans on TPFDD prior to submission to II MEF.

L. CO, MWHS-2. Supports this process by sourcing Battlestaff and Wing HQ personnel and equipment requirements, as well as determining and sourcing the squadron's deployment requirements.

IV. Important References

A. JP-02, UNAAF

B. JP 3-35, Joint Deployment and Redeployment Operations

C. JP 4-01, Joint Doctrine for the Defense Transportation System

D. JP 4-01.1, 4-01.2, Joint Tactics, Techniques and Procedures for Airlift/Sealift Support for Joint Operations.

E. II MEF O, P3120.5A, SOP for FDP&E

F. WgO 5000.9A, 2d MAW TPFDD SOP

CHAPTER 3

SECTION I

INFORMATION MANAGEMENT

I. Purpose. Leaders at all levels depend upon information to plan, decide, execute, and assess mission requirements. Although task organization, command relationships, and functional requirements influence the role of information management, it is recognized that information flow and procedures determine when information is filtered, fused, and prioritized to support the Commander's Critical Information Requirements (CCIRs).

Systems support information management; after all, that's how we get the majority of our information. The key, however, to information management is what we do with that information once it is received. Over time, superior command and control systems have enabled victorious commanders to maintain the unity of effort to apply their forces' capabilities at the critical time and place to win. Two characteristics have remained constant: the human element and the need for relevant, timely and accurate information. The human element, with its ability to sort what's important, absorb the essentials, and react to the information, remains a constant factor over time.

Today, improved technology in mobility, weapons, sensors, and C4 systems continue to reduce time and space, increase tempo of operations and generate large amounts of information. If not managed, this may degrade the reactions of warfighters and ultimately the warfighting force. It is essential to employ C4 systems that are designed to complement human capabilities and limitations.

To provide a focus for the actions required to effectively manage information, an Information Management Officer(IMO) will be utilized. The IMO will work closely with the Chief of Staff, the TACC and ACE Battlestaff, and MSE IMOs to coordinate actions required to develop an integrated information management plan that satisfies operational requirements and support decision making.

II. Organization

A. INFORMATION MANAGEMENT OFFICER (LTCOL, 72/75XX). The IMO position is a non-T/O garrison billet, normally assigned to an individual in the G-3 or G-7. The IMO works closely with the TACC and ACE Battlestaff, TACC director, Chief of Staff, and other IMOs to develop an integrated information management plan that allows information to be processed, prioritized, and exchanged to support the ACE mission. The key point is that the IMO must have an operational focus and a solid understanding of the mission, the ACE Commander's CCIRs and intent, and the multiple and redundant means to exchange information within not only the ACE, but within the MAGTF and Joint/Combined information network. Additionally the IMO will:

1. Conduct liaison with the AC/S G-6 on matters concerning network management, interoperability, communications and operating systems.

2. Provide the Chief of Staff with updates, as required.

3. Working with the TACC and ACE Battlestaff, establish and integrate the daily battle rhythm.

4. Coordinate with the TACC and ACE Battlestaff the development of the ACE Commander's daily briefings.

5. Develop the information management plan (IMP).

6. Head the information management cell.

7. Monitor the daily battle rhythm of higher headquarters.

8. Manage CCIRs.

9. Integrate with the Common Tactical Picture Manager (CTPM), and subordinate, adjacent, and higher headquarters IMOs to develop effective, efficient track management procedures.

B. ASSISSTANT INFORMATION MANAGEMENT OFFICER (MAJ/CAPT 25XX/40XX). The AIMO assists the IMO in performance of his duties. Additionally the AIMO will be directly responsible for all validation, consolidation, prioritization, and issue resolution for the C4 systems and related matters. The AIMO will maintain a systems connectivity and maintenance focus. The AIMO will:

1. Coordinate with the G-6, TACC Battlestaff, and Current Operations Officer to ensure automated systems are properly installed, integrated, and maintained.

2. Report any system degradation that affects the IM plan.

3. Ensure compliance with the IM plan for the establishment of web sites, message handling, e-mail, and requests for information (RFI).

4. Provide the Wing G-6 a list of functional requirements for systems support.

5. Assist in the development of the ACE Commander's daily brief.

C. INFORMATION MANAGEMENT CELL. The IMC is a collection of representatives from each staff section that will oversee the internal and external flow of information from their section. These billets will be manned by officers or SNCOs. They will provide the IMO with all information requirements from their section for implementation into the IMP, as well as assisting the IMO in development of the IMP. Additionally IMC members will:

1. Provide the G-6 a list of their respective requirements for network support.

2. Ensure compliance with the IMP for the establishment of websites, message handling, e-mail, RFIs and suspense control procedures.

3. Coordinate/conduct IM training for the TACC and ACE Battlestaff and MSE IMOs.

III. Information Management Considerations.

WHAT DO I KNOW (WHAT ARE THE CCIRS)?
WHO ELSE NEEDS TO KNOW IT?
HOW DO I GET THE INFORMATION TO THEM?

WHAT DO I NEED/WANT TO KNOW?
WHEN DO I NEED TO KNOW IT?
WHO CAN PROVIDE ME THE INFORMATION?
HOW DO I GET THE INFORMATION FROM THEM?

For Example:

WHAT DO I KNOW? BDA/AIRCRAFT STAUS/AIR SUPPORT REQUIREMENT/INTEL

WHO NEEDS TO KNOW IT? DASC/COPS/FOPS/ACI/SWO

HOW DO I GET IT TO THEM? VOICE/DATALINK/SATCOM/VTC

Ultimately all information will terminate in the TACC. The IMO must establish within the IMP, based on commander's guidance (CCIRs), what needs to be passed to higher, adjacent, and subordinate units. A solid IMP should have already addressed these issues. Furthermore, the IMO must determine those pieces of information that affect CCIR's and ensure that members of the TACC and ACE Battlestaff, MSE IMOs, MACCS agencies, and flight crews be aware of current CCIRs and be prepared to expeditiously pass them through the command and control system to the commander. Again, these must be identified in the IMP along with the procedures to process them.

IV. INFORMATION MANAGEMENT PLAN (IMP). The IMP is developed and contained in an Annex within the OPORD (usually ANNEX U). It is a directive plan that articulates the methods to generate, accept, transfer, and process information. It can be verbal or written. Prior planning for a unit's IMP is imperative. One tool for an effective IMP is an IMP matrix developed by each section/element. This matrix should include, but is not limited to the following (Information, From, To, Action, Path).

An example of information management matrix:

FROM	TO	INFO	ACTION	PATH
GCE	TACC	ASR	Pass to CBC	Single channel
ACE	TACC	BDA	Pass to ACI	E-mail
ACE(G-1)	MEF	PERSTAT	Pass to MEF G-1	E-mail/GENSER MSG

CHAPTER 4

SECTION I

SECURITY MANAGEMENT

I. Purpose. The references identified at the end of this chapter delineate instructions for the administration of the Information and Personnel Security Program within 2d MAW. This section of the Battlestaff SOP is intended to assign specific supervisory responsibilities for the implementation of the references within the 2d MAW Tactical Air Combat Center (TACC) and Expeditionary Tactical Air Combat Center (TACC/XTACC). This SOP does not relieve individual Marines of their responsibility for ensuring security practices are followed and weaknesses or violations properly reported and corrected.

II. Security Managers. Security Management responsibilities are assigned by billet and are necessary to ensure proper security practices are followed during the deployment phase, operational phase and redeployment phase of the TACC/XTACC. Security Managers will be guided in their duties by this SOP, and by applicable references. Security Managers will be identified to all members of the TACC/XTACC and the command by posting their names in prominent places within the TACC/XTACC facility and listing them in organizational charts and telephone listings. Security Managers may designate an alternate or delegate some duties to a subordinate. This individual must be a SNCO or Officer and is encouraged to be identified to all TACC/XTACC personnel as well.

A. TACC/XTACC Security Manager. When the AC/S, G-2 deploys with the TACC, he will act as the TACC Security Manager. The XTACC Security Manager will be the Air Combat Intelligence (ACI) Operations Officer. The Security Manager is responsible to the Tactical Air Commander (TAC) for the implementation of appropriate security measures within the TACC/XTACC and will be guided by the references and this SOP. Specific duties are outlined below.

1. The Security Manager is the senior Marine in the TACC/XTACC for all classified material security matters. He will coordinate and monitor the actions of Section Security Managers, the Systems Security Manager and the Access Control Officer.

2. Responsible for the overall security and proper handling of classified material by the TACC/XTACC. All sections providing support to the TACC/XTACC will coordinate their activities through the TACC/XTACC Security Manager (i.e. G/S-3, G/S-4, TACC/XTACC Current Operations Officer, Security/PMO, etc.).

3. Responsible for ensuring the handling of classified material, during deployment and redeployment phases, is in accordance with proper security procedures. The TACC/XTACC Security Manager will obtain from each Section Security Manager complete inventories of all classified material deploying or redeploying with the TACC/XTACC.

4. Acts as the final authority for access to the TACC/XTACC. Individual sections are responsible for verifying individual clearances and accesses.

5. May implement unique procedures for the TACC/XTACC to ensure directives and their intent for security of classified material is effectively followed.

6. Ensures occasional security walk through inspections are conducted during TACC/XTACC operations and a Vacated Command Post Inspection (VCPI) is conducted during redeployment.

7. Coordinates with the TACC/XTACC Director or Current Operations Officer to ensure an effective visitor control/escort program is implemented.

8. Through Section Security Managers, ensures that all personnel in the TACC/XTACC are familiar with their responsibilities to security and are kept abreast of changes to policy and procedures.

9. Ensures that threats to security, security weaknesses, and other security violations are reported, recorded, and when necessary, investigated. Immediately reports incidents indicating a deliberate compromise of classified information or indicating possible involvement of a foreign intelligence agency to the 2d MAW Staff Counterintelligence Officer (or in his absence the supporting CI authority). In a non-tactical or deployed for training environment, report these incidents to the supporting NCIS office.

10. Ensure the TACC/XTACC deploys with an approved means of destroying classified material and a VCPI is conducted prior to redeployment.

B. Section Security Managers. The OICs for Current Operations (COPS), Future Operations (FOPS), and Air Combat Intelligence (or the Assistant ACI OpsO in an XTACC) will be the Security Manager for their respective sections. Section Security Managers will supervise the proper handling and security of classified material in their sections. Duties are outlined in the references and include the following:

1. Identify those persons requiring access to their respective sections, verify individual clearance and access, and submit a complete roster to the Access Control Officer.

2. Responsible for ensuring the handling of their sections classified material is in accordance with proper security procedures during deployment and redeployment phases. A rear party and the section's Security Manager will maintain an inventory of each section's classified material.

3. May implement unique procedures for their respective section's to ensure directives and their intent for security of classified material are effectively followed.

4. Monitor their section to ensure personnel remain vigilant in the handling of classified material during all phases of TACC/XTACC operations and support a Vacated Command Post Inspection (VCPI) during redeployment.

5. Will identify to the TACC/XTACC Security Manager those persons visiting the TACC/XTACC under their authority. Will verify clearance, access and need to know of visitors and provide proper escort or supervision while in the TACC/XTACC. For those individuals without properly documented clearance, access or need to know, the responsible section will validate to the TACC/XTACC Security Manager the requirement for the visit, provide full escort and inform each section in the TACC/XTACC of the presence of an un-cleared person.

6. Ensures that all personnel in their section are familiar with proper classified material handling procedures, TACC/XTACC security procedures and are kept abreast of any unique requirements or changes to published procedures.

7. Implements security procedures and recommendations the TACC/XTACC Systems Security Manager directs for the security of secure networks installed in support of TACC/XTACC operations.

8. Ensures that threats to security, and other security violations, are immediately reported to the TACC/XTACC Security Manager.

C. Systems Security Manager. The AC/S G-6 Information Systems Security Manager will serve as the TACC/XTACC Systems Security Manager. The Systems Security Manager will be responsible for supervising the security aspects of the installation, maintenance and removal of secure networks in the TACC/XTACC and the set up of secure network workstations. The Systems Security Manager will also deploy with the capability to declassify/degause magnetic media and will provide technical assistance to individual sections to ensure proper ADP security measures are applied. This does not include a supervisory role of individual section responsibility for the handling of classified magnetic media or ensuring workstations are properly accredited for processing of classified information. This is the individual Section Security Manager's responsibility.

D. Access Control Officer. The Access Control Officer is responsible to the TACC/XTACC Headquarters Commander and will coordinate his activities with the TACC/XTACC Security Manager. This SOP and the following measures will guide him in his duties:

1. Ensure an access control point is established in such a location as to provide adequate access control and prevent any persons attempting to enter the TACC/XTACC from overhearing operational or classified discussions from within the TACC/XTACC.

2. Ensure only persons with properly verified security clearance and access to classified material or specific authorization from the TACC/XTACC Security Manager are permitted access to the TACC/XTACC. Persons without appropriate clearance and access must be escorted at all times within the TACC/XTACC compound. Advance announcement of their visit must be made to allow sufficient time to sanitize the spaces to be visited and persons operating within the TACC/XTACC must be advised of the presence of

un-cleared persons and to censor their activities and discussions.

3. Ensure all guards providing access control possess adequate and properly documented security clearance in order to conduct their duties, which may include access control, escort and searches. He will also ensure guards execute nondisclosure agreements as may be necessary.

III. Destruction. The TACC/XTACC Security Manager will ensure the TACC/XTACC deploys with a redundant capability to destroy classified and sensitive information as a part of daily operations or in a contingency/emergency environment.

A. Section Security Managers will ensure their sections deploy with no more classified or sensitive information than is required for their mission. Sections will also review all classified information for destruction prior to redeployment. During operations, classified and sensitive information will be identified and prioritized for destruction in a contingency/emergency environment.

B. The TACC/XTACC Director or Current Operations Officer will provide a primary and alternate means of destruction for classified and sensitive information maintained in a non-magnetic form. Typically, the primary means will be an appropriate crosscut shredder and the secondary means will be an appropriately constructed burn barrel. Each section will be responsible for the destruction of classified and sensitive information, which they control.

C. Each section will be responsible for the destruction of classified and sensitive information stored on magnetic media (either removable or non-removable) they control. Section Security Managers will ensure they have available appropriate primary and secondary means for destroying this classified information. Typically, the primary means will be approved degaussing software/equipment and the secondary means will afford the capability to physically destroy the media. The TACC/XTACC Systems Security Manager will ensure degaussing software and/or equipment is available to individual sections and will provide technical advice or assistance as may be necessary. Section Security Managers will ensure that appropriate personnel have adequate knowledge and training to effect these destruction procedures.

IV. ADP Systems Security. The processing of classified information on ADP systems presents many additional concerns for the proper handling and safeguarding of that information and the magnetic media it is contained on. Security in this area requires the awareness and attention of each user of these systems and a focused supervisory effort. Following are requirements and guidelines (not inclusive - the references provide further guidance) intended to assist the user, supervisors, Security Managers and the Systems Security Manager in applying proper security measures in this area:

A. Provide training and discuss APD Systems Security measures with all persons within your section prior to deploying.

B. Ensure all ADP equipment to be used for the processing of classified information is properly accredited and marked. All removable magnetic media must be marked at the highest level of classification it will contain.

C. Avoid the use of unclassified ADP systems and removable media within the TACC/XTACC. When deemed necessary, keep the presence of unclassified ADP systems to a minimum and ensure they are clearly marked UNCLASSIFIED. Pay close attention to the placement of these systems, especially when connected to an unclassified network, choosing areas distinctly separate from classified ADP systems and material.

D. Often ADP systems, which are unclassified in garrison, are deployed for the processing of classified information. Particular attention must be given to these systems prior to redeployment. Reference (d) directs these systems will be properly declassified prior to redeployment. The TACC/XTACC Systems Security Manager will provide assistance as may be necessary.

V. References. The following references are applicable to the implementation and operation of an effective security management program.

A. SECNAVINST 5510.36

B. SECNAVINST 5510.30A

C. IRM 5239-08A

D. WgO P5510.1S

CHAPTER 5

SECTION I

JFACC/JAOC

I. PURPOSE. The intent of this chapter is to depict a proven concept for establishment of the 2D MAW TACC as a JAOC when hosting the JFACC. In this example, the JFACC is also designated as AADC and ACA. The theater JICO is co-located at the JAOC as well.

II. OPERATIONS. A brief description of the duties within each functional section is included, as the structure within the Combat Operations Division of the JAOC is somewhat different than what is seen within the COS of the TACC.

A. Senior Watch Officer/Senior Air Coordinator. The SWO and SAC comprise the team that coordinates and directs the efforts of all personnel within the Combat Operations Division (COD) of the Joint/Combined Air Operations Center. Typically the SWO is an aviator, while the SAC will have extensive command and control background. It is important to remember that it is a team effort.

1. For events that stay entirely within a specific cell, the cell personnel are expected to handle the situation and keep the SWO/SAC informed. The SWO/SAC get actively involved in those matters which cross the cell boundaries.

2. As the unit's key planner, the SAC should be included in the Operational Planning Team (OPT). The OPT will be responsible for all planning issues including the design and functionality of the facility layout. This will necessitate having the SAC lead the advance party.

3. Responsibilities. The SAC/SWO will generally be responsible for the following items:

a. Receive advice from Air Support and make the final determination regarding diverts and mission re-roles in support of the Ground Combat element (GCE). Air Support will then coordinate the changes with the C2 agencies, WOC, Air Boss, etc., as appropriate.

b. Receive advice from Air Defense and make the final determination regarding changes to the CAP and tanker

management plans. Air Defense will then coordinate the changes with the AADC/RADC, as appropriate.

c. Arbitrate requirements between the cells.

d. Ensure optimal information flow between cells is achieved/maintained.

e. Facilitate the integration of supporting commands assigned to the JFACC, such as:

1) Joint Theater Missile Defense Coordination Cell (JTMDCC).

2) Army Air and Missile Defense Command (AAMDC).

3) Special Operations Liaison Element (SOLE).

4) Naval Artillery Liaison Element (NALE).

5) Battlefield Coordination Detachment (BCD).

6) Space Support Team (SST).

f. Ensure that all augment personnel, attachments, and Liaison Officers (LNO's) are adequately trained and briefed on internal operating procedures.

g. Coordinate with Combat Plans Division (CPD), as required, regarding ATO elements requiring resolution and improvement to enhance the effectiveness of execution from COD.

h. Ensure that intelligence data and combat information is properly disseminated within the COD.

i. Ensure that all COD watch-standers are aware of, and comply with, the guidance/intentions of the JFACC and Commander, Joint Task Force (CJTF).

j. Direct the efforts of the Crew Chief (CC) to ensure that communications connectivity (voice and data) and system capabilities are maintained and optimized.

k. Ensure the Rescue Coordination Center (RCC)/Joint search and Rescue Coordination Center (JSRC) are prepared

to effect Combat Search and Rescue (CSAR) and Tactical Recovery of Aircrew and Personnel (TRAP) operations.

l. Ensure that the required information - sortie recap, system status, operational summary of the Master Air Attack Plan (MAAP), and areas of concern - are submitted to the Director, Combat Operations Division, for inclusion in the daily JFACC brief.

m. Supervise the execution of the current ATO.

4. Concept of Operations. The SWO/SAC operate in tandem to maximize their effectiveness as an aviator/command and control team. The following scenarios offer examples of this relationship:

a. When a TST is identified, warnings are disseminated and a quick huddle is called within the TST cell in order to determine possible Courses of Action (COA). Air Support and Air Defense provide information regarding available assets; Target Validation provides a weaponeering perspective; and BCD briefs available ARFOR assets. The SWO/SAC will develop the best COA, in keeping with the guidance and intentions of the JFACC/CJTF, and direct TST to execute/coordinate the selected COA.

b. When enemy air activity is detected that threatens friendly forces/installations, the SWO/SAC ensure the appropriate Weapons Control Status (WCS) and Air Defense warning Conditions (ADWC) are disseminated. The SWO/SAC then ensure an appropriate response to the threat, considering air-to-air and surface-to-air assets (land and sea-based).

c. When system/communications degradation occurs, the SWO/SAC will establish the restoration priorities and direct the re-configuration efforts (normally conducted via the Crew Chief and/or Maintenance Coordinator).

d. Should it become apparent that there are insufficient tanker assets to meet the demand, the SWO/SAC will establish fueling priorities in concert with the JFACC guidance and intentions. These priorities will be disseminated to Air Defense and Air Support.

e. Upon receipt of the next day ATO, the SWO/SAC will ensure it is scrutinized for accuracy and continuity. Guidance will be issued to Air Defense, Air Support, Intel, and TST concerning specific coordination requirements and critical elements of information.

f. When intelligence sources (or other sensors) locate a previously unknown or out-of-action SAM, the SWO/SAC will ensure pertinent data is relayed to all aircrews and controlling agencies via Air Defense and Air Support. This data will also be forwarded to TST for information/resolution and targeting, if required.

g. If the displayed Recognized Air Picture (RAP) is deemed inadequate for mission accomplishment, the SWO/SAC will direct the Joint Interface Control Officer (JICO) to take appropriate measures (re-configuration and/or restoration) to correct the situation

5. Personnel. The following is the recommended manning for the SWO/SAC and supporting personnel:

Billet	Grade	Description	Component
Senior Watch Officer	O-4/O-5	Aviator	Any
Senior Air Coordinator	O-4	Command & Control	USMC
Crew Chief	E-6	Command & Control	USMC
Plotter	E-3	Command & Control	Any

6. Equipment. The following equipment is required to support the SWO/SAC functions:

a. Two (2) Projector/Large Screen Display (Air and Ground Picture).

b. Two (2) SunSparc Workstations. One each to drive ground and air picture. The projected displays do not require a monitor. The displays will be Multiple Source Correlation System (MSCS) for the data link picture and Tactical Combat Operations TCO)/Global Command and Control System (GCCS) for the ground picture.

c. Two (2) KY-68 Digital Secure Voice Terminal (DSVT).

d. Two (2) STU III.

e. One (1) Laptop PC for SIPRNET service and secure E-mail/Message Dissemination System (MDS).

f. One (1) Laptop PC for NIPRNET service.

g. One (1) Scanner for graphics and text.

h. One (1) Shredder for the plethora of classified material.

i. One (1) Copying machine.

j. One (1) Communications Distribution System (CDS) to interface voice communications. One UCD is required for each of the following: JFACC, SWO, SAC, CC, and Plotter.

k. One (1) Two drawer safe.

l. One (1) Laser printer for NIPRNET PC (also access to a network printer for SIPRNET PC and SunSparc's).

m. One (1) Secure facsimile machine (FAX).

n. Three (3) Maps covering the Joint Operating Area (JOA).

o. Three (3) Status boards (Airfield status/weather, communications status, and callsign/PU-RU-JU).

B. Theater Missile Defense/Time Sensitive Targeting. The Joint Force Commander's ability to effectively counter a theater missile (TM) threat in a joint area of operations is directly related to mission success. Since most nations now have the ability to asymmetrically attack U.S. and coalition forces with intra-theater surface-to-surface missiles, targeting and destruction of time sensitive targets is paramount.

1. The TMD/TST cell will dedicate the majority of its efforts to attack operations. Passive defense actions within the TMD/TST cell will normally focus on TMD early warning dissemination, whereas active defense measures (U.S. Army Patriot and U.S. Navy Aegis) are normally coordinated through the Air Defense cell of Combat Operations.

2. It is important to realize that not all TSTs are related to TMD. They often relate directly to TMD because of the

very relevant role of force protection in today's battlespace.

3. A TST is generally a lucrative and fleeting air, land, or sea target of such a high priority that the JFC designates it as requiring an immediate response. TST's pose, or will pose, an imminent threat to friendly forces, or present an exceptional operational or tactical opportunity. Examples of surface TST's include mobile rocket launchers (MRL), surface-to-air-missiles (SAM), theater ballistic missiles (TBM), transporter-erector launchers (TEL), mobile weapons of mass destruction (WMD), or mobile command and control (C^2) vehicles and facilities.

4. The planning and execution of TMD/TST operations in a Marine Corps hosted C^2 facility present considerable challenges. Given the current Table of Organization (T/O) and Table of Equipment (T/E) for a Marine Tactical Air Command Squadron (MTACS), augmentation of personnel and equipment is a clear requirement.

5. Responsibilities.

a. Upon receipt of a TM launch, the TMD/TST cell disseminates a TMD warning via voice (radio) and electronic (system message alert [SMA]) assets. While this occurs, the TMD/TST cell coordinates with representatives from the Battlefield Coordination Detachment (BCD), the Air Defense cell, the Air Support cell, and the Target Validation Cell. The result of this meeting is the development of possible courses of action (COA) regarding the prosecution of TST's. U.S. and coalition forces cannot effectively target post-launch TM targets. However, they can attack target areas of interest (TAI) along enemy lines of communication (LOC) within the suspected SCUD box locations, in order to deny re-supply or displacement efforts.

b. Our reliance on C^2 systems from the Theater Missile Defense Coordination Cell (TMDCC) and other watch cells creates a critical vulnerability. A loss of effective communications will seriously degrade the cell's effectiveness.

6. Concept of Operations.

a. The TST cell focuses exclusively on the attack of perishable targets. The objective of this cell is to monitor enemy TST activity to detect trends, predict enemy TST courses of action, respond to TST attacks, and coordinate the attack of planned and immediate enemy surface TST's within the area of operations (AO). The procedures established within the JAOC to target TST's should not only facilitate mission accomplishment; but also, seek to eliminate duplication of effort and fratricide. As such, the procedures for coordinating, deconflicting, and synchronizing rapid targeting and attacks in a joint environment are very deliberate. This SOP will not attempt to outline exact procedures because requirements will change with every scenario. The following example provides a guideline of events that may take place during the attack of a TST.

1) The Joint Surveillance Target Attack Radar System (JSTARS) acquires a surface TST and transmits its location to the fire support element (FSE)/fire support coordination center (FSCC) Ground Station Module (GSM), BCD, and JAOC. The BCD and JAOC mutually decide to assign fire assets (holding on CAP) to attack the TST.

2) The BCD requests the FSE to terminate all indirect surface-to-surface fires (if any) into the intended grid box. Common reference points, such as common grid boxes or bullseye points, are normally established when conducting TST operations.

3) The JAOC, acting as the agent for the airspace control authority (ACA) and as requested by the BCD (if appropriate), establishes an airspace coordination area (ACA) in the intended grid box. The JAOC also determines which minimum risk routes (MRR) should be used enroute, as well as determines if any other conflicting grid boxes are active.

4) The BCD transmits the ACA and MRR information to the FSE via the Advanced Field Artillery Tactical Data System (AFATDS) for deconfliction.

5) The JAOC directs the controlling agency (normally AWACS, ABCCC, or TAOC) to execute the mission, transmitting all appropriate targeting and deconfliction information using the grid box system as

a common reference. Specific targeting information (such as detailed coordinates) is passed once the grid box focuses the area of intended attack, i.e., the "big to small" concept.

6) The fighters depart the CAP and follow MRR's enroute to the assigned grid box, maintaining situational awareness and not infringing upon any other fire support coordination measure (FSCM)/airspace control measure (ACM) in any other grid box. Upon arrival at the assigned grid box and established ACA, the attack begins.

7) Once the fighters have completed their attacks and the target has been destroyed the AWACS/ABCCC/TAOC advises the JAOC that it is ready to deactivate the ACA in the grid box and associated MRR's.

8) Once fighters are clear, the JAOC, in coordination with the BCD deactivates the ACA in the grid box and transmits the information to all components. The BCD transmits this information via Advanced Field Artillery Tactical Data System (AFATDS).

b. While TST attack operations are the most consuming, initial considerations are given to passive defense/force protection and early warning of a TM strike. Figure 1 provides an example of information flow and responsibilities once a TM launch has been detected. For this figure, the TMDCC is involved in the process.

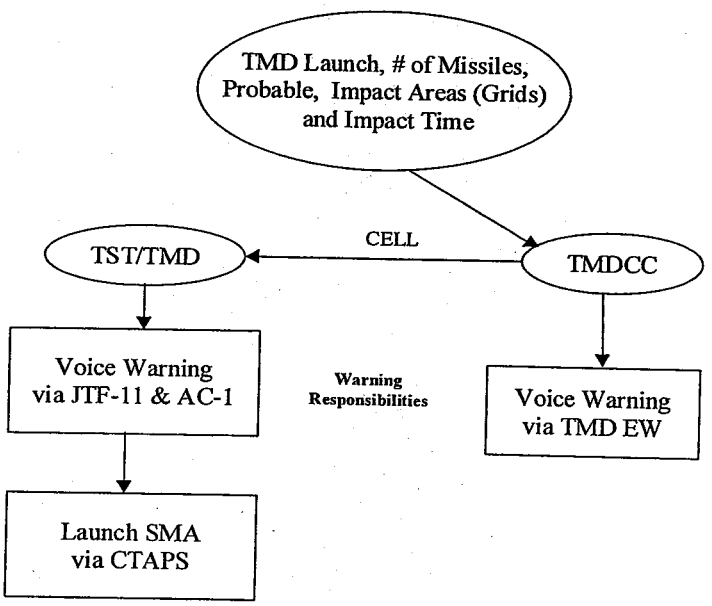


Figure 1. TMD Warning Dissemination Responsibilities

7. Personnel. MTACS-28 will normally provide Marines, and source augments from service components, to man the TMD/TST cell. The following represents the recommended personnel to man a single crew:

Billet	Grade	Description	Component
TST OIC	04/05	Aviator or Air Control	Any
TST Ops	03	72XX	USMC
Surface Fires	03/E7	ATACMS SME	USA
FW Fires	03	FW Aviator	Any
Recorder	E3	72XX	USMC

8. Equipment. The following equipment is required to support the TST/TMS functions:

a. TBMCS. With TBMCS, and other associated communications capability, the TST Cell has a direct link with Airborne Elements of the Theater Air Control System (AETACS) for rapid coordination and deconfliction of surface TST attacks. Applications within TBMCS such as the Airspace Deconfliction System (ADS) allow TST personnel to determine the impact of pursuing specific targets. For instance, the impact created by establishing a restricted operating zone (ROZ) or Airspace Coordination Area (ACA) to fire Advanced Tactical Missile System (ATACMS) or route attack aircraft, respectively, may be graphically viewed in a 3-D manner through ADS.

b. Communication Distribution System (CDS). CDS is the baseline voice communications network for the Air Operations Center. Its pathway to telephone, radio, and intercom services provides personnel with ready access within a single console.

c. KY-68. The KY-68 provides the TMD/TST cell with a digital, secure tactical telephone capability.

d. Laptop PC. SIPRNET access is required for rapid information dissemination/compilation.

C. Air Defense Cell. The primary difference between air defense operations in the Tactical Air Command Center and in the Joint Air Operations Center(JAOC)/Combined Air Operations Center (CAOC) is in the scope of responsibilities. Rather than working at the MAGTF level as the TACC, the JAOC/CAOC is

concerned with theater level operations that include joint and combined service operations. Many of the responsibilities inherent to the TACC are equivalent in a JAOC. While the TACC is concerned with air operations in support of the MAGTF, the JAOC is concerned with the theater AO.

1. Responsibilities.

a. The Air Defense Cell within the JAOC is charged with the overall responsibility for the conduct of defensive air operations. The ADC coordinates with subordinate joint and/or combined agencies to execute the air defense battle plan. The ADC coordinates with these agencies in the event of a change to the current battle plan. Performing duties as the execution arm of the AADC, the ADC will coordinate efforts with either the landward or maritime Regional Air Defense Commander (RADC).

b. The Air Defense Coordinator is responsible for the timely display of air defense information and continuous evaluation of the effectiveness and capabilities of the air defense elements within the theater C^3 network. The ADC also evaluates and recommends changes in the air defense posture, system configuration, and airspace control measures (as they affect air defense).

2. Capabilities.

a. Maintain situational awareness. Air defense receives numerous and often frantic inputs as the air campaign progresses through the "fog of war" to attain its objectives. Situational awareness includes the following elements:

1) Systems Capabilities

2) Orders of Battle

3) Unit Status

4) Operational Tempo

5) Weather

6) Threats

b. Maintain primary communications relationships. The

ADC is the communications link between Combat Operations and subordinate air defense agencies. Additionally, the ADC is incorporated into the staff information flow.

c. Manage air assets effectively including evaluating the situation, corrective actions, and follow-up.

d. Evaluate defensive unit capabilities.

e. Recommend changes to the Air Defense Warning Condition (ADWC), Weapons Control Status (WCS), alert posture, airspace control measures, and Integrated Air Defense System (IADS).

f. Recommend diverting aircraft for offensive/defensive roles.

g. Continuously monitor radar coverage, SAM coverage, DCA coverage, and air defense communications connectivity.

h. Coordinate, integrate, and control JFACC/JAOC controlled theater air forces and land/sea based surface-to-air missile systems.

i. Monitor the activities of subordinate Theater Air Ground Systems (TAGS) air defense elements and supervise the conduct of defensive counter air operations during the execution of the Air Tasking Order (ATO), adjusting and refining as necessary to accommodate battlefield dynamics.

j. Coordinate with JTMD planners for available assets and dissemination of related information.

k. Coordinate targeting priorities, ingress routes, ROE changes, and force protection.

l. Coordinate Air Defense Operations with other Combat Ops cells.

3. Personnel.

a. The Air Defense Cell requires personnel to oversee and coordinate the execution of air defense operations as defined by the current ATO. The situation and scope of operation will dictate the manning for the DCA or any cell. At a minimum, the cell should include the

following:

Billet	Grade	Description	Component
Air Def Coord (ADC)	O-3	C2	USMC
SAW Representative	O-3	ADA/Aegis	USN/USA
Fighter Rep	O-3	Aviator	USMC/USN/USAF
Recorder	E-4	C2	USMC

4. Equipment. The Air Defense Cell requires communications and computer equipment capable of interacting with subordinate agencies and adjacent cells. The ADC should have the capability to communicate with all Regional Air Defense Commanders via landline or radio. Theater battle management should be available. Although, in the absence of automation, manual means of managing the air battle and accomplishing the JFACC's mission can be efficient, effective, and transparent.

D. Air Support Cell. The Air Support cell is responsible to the SWO and SAC for the monitoring and evaluating how actual air operations meet the JFACC's objectives through the execution of the Air Tasking Order (ATO). Through constant contact by telephone, radio, or through the Theater Battle Management Core System (TBMCS) link with the C2 agencies, they ensure the timely and effective use of each air asset. When adjustments to the ATO are required, Air Support will research all available options and take action, subject to the approval of the SAC, to implement those changes.

1. Capabilities/Limitations. Utilizing CDS, the status of the ATO missions can be managed. KY-68 tactical phones and STU phones provide secure communication, commercial and DSN, within the JAOC and to other command and control agencies. Sun Sparc 20 workstations are also provided with software such as multiple source correlation system (MSCS), TBMCS, Netscape (for SIPRNET) and E-mail.

2. Method of Operations.

a. ATO Management. As we anticipate the completion of missions, confirmation is made with the controlling agency. If the mission is complete, BDA is received and passed to all within the COD and IWS. Any reasons for incomplete missions are passed to Air Support and forwarded to the SAC and SWO. Decisions are made to utilize spare A/C or reroute current missions.

b. Requests. In support of assault support requests (ASRs) and joint tactical air requests (JTARs) coordination is made with requesting agency if an upcoming mission will meet the requirement of the request. If the request can be satisfied, the SAC and SWO are informed. If the request is approved, Air Support coordinates with other C^2 agencies to fulfill the request. If the upcoming mission does not meet the requirements of the request, the SAC and SWO are informed and will decide what action to take. Decisions made will be passed from Air Support to other C^2 agencies.

c. Theater Missile Defense. In the event of missile launch, Air Support will take all available information from the ATO to create a retaliatory package. Should the SAC and SWO decide to use air assets, Air Support will present its package for approval or change. Coordination is then made with the appropriate C^2 agency.

3. Personnel.

a. The Air Support Cell requires personnel to oversee and coordinate the execution of air support operations as defined by the current ATO. The situation and scope of the operation will dictate the manning for the Air Support cell. At a minimum, the cell should include the following:

Billet	Grade	Description	Component
Air Spt Coord (ASC)	O-3	C2	USMC
Avn Rep	O-3	Aviator	USMC/USN/USAF
Recorder	E-4	C2	USMC

4. Equipment

a. 3 - UCDs

b. 2 - Sun Sparc 20 Work stations

c. 2 - KY-68

d. 1 - STU-III

e. 1 - SIPRNET PC

E. Joint Interface Control Cell. Operations within a JAOC require the capabilities of a fully functional Joint Interface

Control Cell. This requirement integrates employed Tactical Digital Information Link (TADIL) communications with all interfacing units. Centralized direction and coordination under the Joint Interface Control Officer (JICO) is necessary to preclude disruptive conflicts in the information that is exchanged.

1. Under the authority of the Area Air Defense Commander (AADC), the JICO is responsible for management of the interface of data links, including the planning and execution functions within the JAOC. Operational requirements include the capability of establishing, maintaining and monitoring the entire interface, allowing for management in support of joint operations. The interface continuously exchanges information concerning friendly, hostile, and unidentified space, air, land, surface, and subsurface contacts. In addition, information of friendly units, the status of weapons and engagements, and other tactical data may be exchanged. Information on the tactical situation for the entire tactical area of operations under the surveillance of the systems involved is provided to the Joint Force Commander and service components.

2. Responsibilities. Planning functions performed by the JICO ensure that multi-TADIL requirements are considered during pre-mission planning. Network planners must acquire information regarding communication priorities, the number and types of TADIL's, connectivity and security requirements, and data forwarding requirements. Also, the JICO will participate in the preparation of the TACOPDAT and OPTASKLINK messages, track data coordination, track number block allocations, and assign functional managers as needed, i.e. TADIL J and TADIL A/B managers and regional/sector ICO's. Assuming that all planning priorities are met, the JICO will establish contingency procedures for an unscheduled loss of some, or all, of the digital data links.

a. The JICO will direct changes or corrective action to ensure effective information exchange needed to support the changing operational environment.

b. The JICO will direct the use of data filters, crypto key changes, and recommend/implement changes to surveillance AOR's.

3. Concept of Operations. The JICO will ensure that all functional requirements of the designated TADIL managers are met as well as the requirements of the Track Data Coordinator.

4. Personnel.

a. TADIL Managers Responsibilities:

1) Assist in preparation of assigned portions of the OPTASKLINK message.

2) Responsible for maintaining appropriately assigned TADIL's, subject to mission requirements.

3) Manages network role assignments, as well as, coordinating changes in frequencies/channels assigned for interface data links.

4) Directs corrective actions to ensure effective and efficient exchange of information, to include configuration changes, when disruptions occur.

b. Track Data Coordinator (TDC). Responsible to the JICO for the accuracy, currency, and quality of track data. The duties of the TDC should be assigned to a surveillance unit centrally located within the surveillance AOR to ensure the greatest access of data. Current systems, such as the Multi-Source Correlation System (MSCS), organic to a Marine Corps TACC, provide the capability to assume this responsibility locally. The TDC will:

1) Assist in preparation of the OPTASK LINK.

2) Monitor the exchange of track data and related actions, as well as, ensure the effective flow of data and clarity of the tactical picture.

3) Supervise the resolution of interface anomalies such as dual designations, duplicate tracks, identification conflicts, and category conflicts.

4) Transmit change data orders to resolve environment conflicts when required.

5) Coordinate changes in AOR(s) for surveillance as the tactical situation changes.

6) Coordinate the use of data filters.

7) Designate TADIL A/B/J electronic warfare forwarding mode.

8) Designate the inter-TADIL gridlock reference unit (GRU) and directs inter-TADIL (GRU) as required.

9) Coordinate the use and transmission of reference points, lines, and areas.

5. Equipment.

a. SunSparc workstation configured as a MSCS client.

b. DSVT.

c. STU-III.

d. Brevity & Op Codes/X-Ray Codes/Alligator Codes.

e. SIPRNET PC.

F. Intelligence Watch Section. The Intelligence Watch and Target Validation cells comprise the Intelligence Watch Section (IWS), which purveys intelligence support to the prosecution of the air tasking order (ATO). The IWS, consisting of targeteers and intelligence analysts, are facilitators between the Combat Operations Division (COD) and the Combat Intelligence Division (CID). The IWS maximizes the exploitation of airborne assets in the engagement of time critical targets of opportunity (TOO).

1. Responsibilities.

a. Ensure that COD remains cognizant of the dynamic intelligence picture as it pertains to the current ATO.

b. Communicate BDA information provided by COD nodes to the CID for postulations.

c. Provide an expeditious conduit through which combat information received by COD can be transferred to the CID

for analysis and evaluated intelligence can be reciprocated.

d. Maintain situational awareness with plans, collections, and targeting to ensure validity of time sensitive targets.

e. Provide enemy situation map.

2. Concept of Operations. Provide a presence in the Combat Operations Division in order to reap the benefits of the intelligence effort in the execution of the current Air Tasking Order.

3. Personnel. The following is the recommended personnel requirements for the IWS.

Billet	Grade	Component
Intel Watch Officer	0-2	Any
Intel Watch Chief	E-6	Any
Intel Watch Clerk	E-3	Any
Target Validation Analyst	E-5	Any

4. Equipment. The following equipment is essential to support the IWS.

1 SIPRNET PC
1 NIPRNET PC
IAS
STU III
DSVT
UCD
WOTS

G. Rescue Coordination Center (RCC). The RCC is established by the JFC (Joint Force Commander) to function under the JSRC (Joint Search and Rescue Center). Its mission is to aid in the coordination of all component forces committed to joint CSAR (Combat Search and Rescue) operations. The RCC element within the JAOC will act as a liaison between the Joint Force Air Component Commander (JFACC) and the JSRC.

1. Responsibilities. The responsibilities of the RCC are mainly those of a primary communications node. The intended method of operation is for any unit receiving a distress beacon, mayday call, or other indication of a

possible SAR event to contact the RCC, which would then alert the JSRC (and/or JFACC) via the STU-III, KY-68, SATCOM, or any other means. The RCC would pass all pertinent information to the JSRC, to include (but not restricted to) location, authentication, number and condition of survivors, on-scene weather, possible assets, and the probable threat level in that area. The JSRC would then proceed with either an attached CSAR, or begin planning a separate, dedicated CSAR, tailoring the composition of the CSAR package to fit the requirements of the specific mission. As the CSAR proceeds to completion, the RCC would continue to assist in many aspects of monitoring and coordinating the mission. The RCC's major limitation would be any failure in the lines of communication.

2. Concept of Operations. The concept of operations will be specific to the Joint Operating Area (JOA) guidelines. Members of the RCC should be familiar with Joint Publications 3-50.2 (Doctrine for Joint Combat Search and Rescue), 3-50.21 (Joint Tactics, Techniques, and Procedures for Combat Search and Rescue), as well as the current SPINS, SAR/CSAR SPINS, and communications connectivity with the JSRC, if not co-located.

a. The RCC personnel have a primary goal of keeping the JSRC informed on all matters pertaining to CSAR efforts in order for him to make informed decisions regarding current operations, and a secondary goal of maintaining staff awareness in the JFACC regarding the SAR mission.

b. The RCC may be limited in its command and control role due to the JSRC remaining afloat, or located elsewhere. All preparation work for a possible CSAR event, from the planning of the spider routes, to analyzing the threats and arranging the CSAR package composition to suit the mission, to gathering and disseminating ISOPREP and EPA information, is all being accomplished at the JSRC level. The RCC may primarily be a point of contact, and so only requires the use of a phone and computer with SIPRNET access.

c. The RCC is intended to act in tandem with a JSRC during a CSAR mission, from the initial notification, through the planning and coordinating stages, to monitoring the progress during the actual mission. It is limited only by its ability to communicate with the

various parties involved and by the accuracy of the information it receives. In all cases, the recovery of downed aviation personnel requires the timely and accurate collection and distribution of information in order to have a good chance of effecting a rescue.

3. Equipment Required:

a. DSVT

b. TBMCS Workstation

c. UCD

d. Access to a SIPRNET PC (a dedicated PC is not required)

H. Battlefield Coordination Detachment (BCD). The BCD represents the battlefield functional area interests of the Army Forces (ARFOR) Commander to the JFACC in joint air-ground operations. The BCD is an Army liaison provided by the Army Component Commander to the JAOC and/or to the component commander designated-by the Joint Force Commander to plan, coordinate and deconflict air operations. There are 32 personnel authorized in the BCD. This includes a headquarters element led by a Colonel; an operations sections led by a Lieutenant Colonel; fusion and air defense/Army airspace command and control (A2C2) management sections led by Majors, a plans section led by a Lieutenant Colonel and intelligence and airlift sections led by Majors.

1. Responsibilities. The BCD can be tailored to support the requirements of a contingency force headquarters collocated with the JFACC/JAOC (or maritime component commander, MCC) to monitor and analyze the land battle for the JAOC, exchange intelligence and operational data, and coordinate and support requirements. The BCD processes ARFOR requests for combat air and coordinates and integrates ARFOR requirements for airspace control measures (ACM), fire support coordination measures (FSCM), and tactical airlift. The BCD can link automated data processing from a standard theater Global Command and Control System - Army (GCCS-A) to AOC's TBMCS.

2. Concept of Operations. The BCD may be widely separated from the ARFOR or Corps main command post where ARFOR deep operations planning, coordination and execution decisions

are made. The BCD isn't normally involved in the ARFOR decision-making process. This means that the BCD may provide long-distance input, but doesn't participate directly in mission analysis, course-of-action (COA) development, war gaming, command estimate and ARFOR targeting processes, operations order development or the command decision briefing. All the discussion that results in the ARFOR scheme of maneuver and concept of fires is secondhand information to the BCD, coming through the staff and corps liaison officers. Continuous and effective communication between the BCD and ARFOR is critical to BCD functions.

3. The BCD Table of Organization and Equipment (TO&E) authorizations fall short in communication and ADP equipment. The TO&E authorizes personnel with individual weapons and protective masks, but it provides no communications and ADP equipment to the BCD. ADPE and communications equipment must be provided by the ARFOR headquarters "out of hide". In the absence of appropriate support, BCD functions must be manually processed and voice communication is inadequately slow. When deploying as an entire unit, the BCD brings the following equipment from home station:

a. UNIX-based Tactical Systems:

1) Three (3) AFATADS (Advanced Field Artillery Tactical Data System).

2) One (1) AMDWS (Air and Missile Defense Work Station).

3) Two (2) GCCS-A (Global Command and Control System-Army).

4) Two (2) ASAS-RWS (All Source Analysis System Remote W/S).

5) Two (2) MCS (Maneuver Control System).

6) Four (4) HP4 Laser Jet Printers.

7) Each tactical system is equipped with a UPS that pulls 20-30 Amps.

8) Each printer pulls 60 Amps.

9) All ten (10) tactical systems must be listed in the TBMCS Hostname tables as generic trusted agents.

b. Non-Tactical Windows-9x Systems:

1) Eight (8) Laptop Computers.

2) Eight (8) HP DeskJet 660 Printers.

3) No special power requirements.

c. The JAOC is responsible for providing the following systems in the quantity indicated:

1) Three (3) TBMCS.

2) One (1) Command and Control Intelligence Processing System (C2IPS), such as CTT input

d. Connectivity.

1) Every tactical and laptop system requires SIPRNET for e-mail and web page access. The following systems have special requirements:

•AMDWS - requires fiber optic feed from ADSI via LAN (TIBS/TRAP/TADIL- B). If FDL is not available, requires serial TADIL-B from ADSI and TIBS/TRAP/TDDS from ADSI or TRE.

•GCCS-A - must be on a subnet, not on the same router as AOC GCCS.

•HP4 LaserJet Printers - Each printer requires an IP address and SIPRNET connection.

2) The BCD requires support from the JAOC for commercial, DSN, DNVT and STU-III/DSVT capability. When the BCD deploys in full, they can bring three (3) STU-III's with them. The BCD does not possess any KY-68 or other COMSEC equipment.

I. Joint Theater Missile Defense Coordination Cell (JTMDCC). The JTMDCC (a CINC asset) serves as the focal point of staff Joint Theater Missile Defense (JTMD) activity. It provides a capability to coordinate planning and integration of JTMD

operations throughout all phases of warfare. It will develop and recommend JTMD operations, guidance, and objectives. The JTMDCC can be structured to provide the following capabilities:

1. Joint Theater Air Ground Station (JTAGS). JTAGS was developed for ground troop support. There are currently two systems deployed, one each in EUCOM and PACOM. Its sister program ALERT, located at Falcon AFB is permanently deployed and covers the worldwide area. The exercise system is considered to be a rehearsal system. It does not have the capability to receive direct satellite data as does the deployed system. Launch events can be displayed via SIPRNET, via STU III line, or through a scripted scenario. JTAGS is connected via serial link cables to Generic Area Limitation Environment (GALE) and to the Air and Missile Defense Workstation (AMDWS). JTAGS is designed to provide timely and accurate launch location information, impact area prediction and position information to support early warning, targeting and alerting/cueing.

2. Generic Area Limitation Environment (GALE). The GALE system is normally used for Intelligence Preparation of the Battlespace (IPB) and is an ELINT analysis tool. Containing over 99 separate tools, it can be tailored to answer specific user's needs by employing filters. It is often used to display pattern development of Theater missile launches during daily update briefs. It receives data/tip-off from communications emissions via Tactical Receive Equipment/Theater Intelligence Broadcast System (TRE/TIBS). GALE uses a SUN/UNIX system that has a Geographical Information System (GIS) containing digital mapping data from the National Imagery and Mapping Agency (NIMA). The data is input via an 8mm tape and must be manually updated for the Joint Operating Area (JOA).

3. STALKER. The STALKER system focuses the search area for Transporter/Erector Launchers (TEL), their Hide Sights (HS), and route locations. It can display target descriptions, i.e. TEL system types, and probable HS such as highway overpasses, hangars, or warehouses. It is housed on a laptop PC that uses ARC View (based on COTS software). It inherently has less functionality than the GALE system but is much more user friendly, and is able to display topographical data in greater detail. TMD launch events are received verbally from the JTAGS operator and manually typed into the system. The next most probable TEL

movement (target update) is verbally relayed to the JTMD Cell Chief. Over 300 graphic layers of information can be stored in the system. The STALKER system operator can also receive verbal cues from the Joint Maritime Command Information System (JMCIS).

4. Joint Situational Awareness Display-Prototype (JSAD-P). The JSAD-P is the focal point for all data and is the network hub for the JTMD connections. The JTMD cell chief closely monitors this system.

5. Air and Missile Defense Workstation (AMDWS). The AMDWS provides command situation awareness and staff support functions by fusing information, including air breathers and theater ballistic missile threats, and control measures. It uses either a SunSparc 20 or a SunUltra. It is capable of displaying standard map types including Digital Terrain Elevation Data (colored and greyscale), or ARC Digitized Raster graphics (1:20,000 to 1:1,000,000). It can display threat scenarios, create and edit unit symbology and has a hands free annotation capability. It can also provide interface to external data including NBC units and control areas.

6. Air Defense Systems Integrator (ADSI). It is designed to receive, process, display, translate, and forward US and NATO tactical digital link information. It uses a Zebra UHF radio and encryption device. It is considered to be the primary system for situational awareness. The ADSI is programmed as a multi-function data link buffer that receives message traffic in multiple formats (i.e. Joint Army, Navy, Air Force Publications (JANAP)-128, various TADIL formats, various intelligence formats, TIBS/TERS, etc.) and live radar. It converts this information to protocols and formats acceptable to TADIL-B, or other tactical command and control designed outputs. The ADSI displays both air and ground targets on the tactical display.

III. PERSONNEL. The table below indicates The Current operations Division crew composition. Due to the extensive time required preparing for watch and position turnover briefs for a mission of this magnitude, 8 hour shifts are recommended:

Cell	Position
Dir Ops	Director COD
	Assistant Director COD

Command Cell	SWO
	SAC
	Crew Chief
	Plotter
Air Support	Air Support Coord
	F/A-18 Pilot
	AV8/F-16 Pilot
	Stk Ops Rec
Air Defense	Air Defense
	AEGIS AAW
	Aviator
	Air Defense Recorder
RCC	OIC H-60
	Coordinator
SME's	AEW E-2C
	Tanker
	Tanker
	UAV
	Patriot Rep
	AAMDC Rep
TST/ TMD	OIC
	AAMDC Rep
	TST Ops
	Stk Ops/F-16
	TST Recorder
Space Support	Space Spt OIC
	Space Officer
	Space NCO
TMD Coord Cell	OIC
	Team Officer
	GALE
	R-JTAGS
	Team NCO
	Team NCO
	Team NCO
JICO	ICO
	ICO
	Track Data
	Track Data
	Track Data
	LNO
Intel Watch	IWO
	IW Chief
BCD	Airlift
	Airspace

	ADA Officer
	ADA NCO

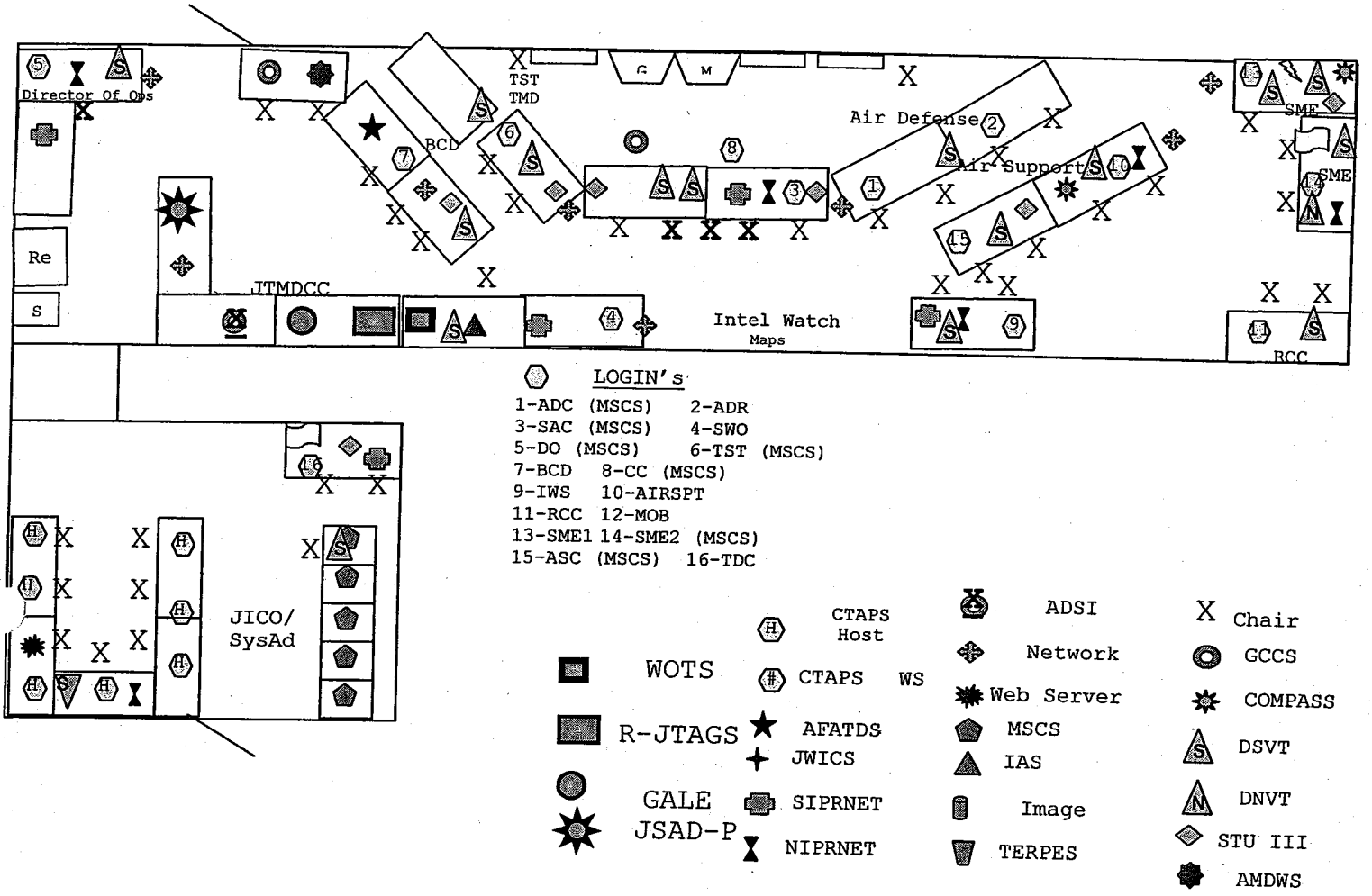


Figure B-2. Sample Layout - Combat Operations Division

This figure is a sample of a Combat Operations Division layout for a Joint Air Operations Center. The legend depicts the various systems and illustrates positioning within COD. This particular layout is housed within a single MERWS with a joined 3-in-1 shelter.

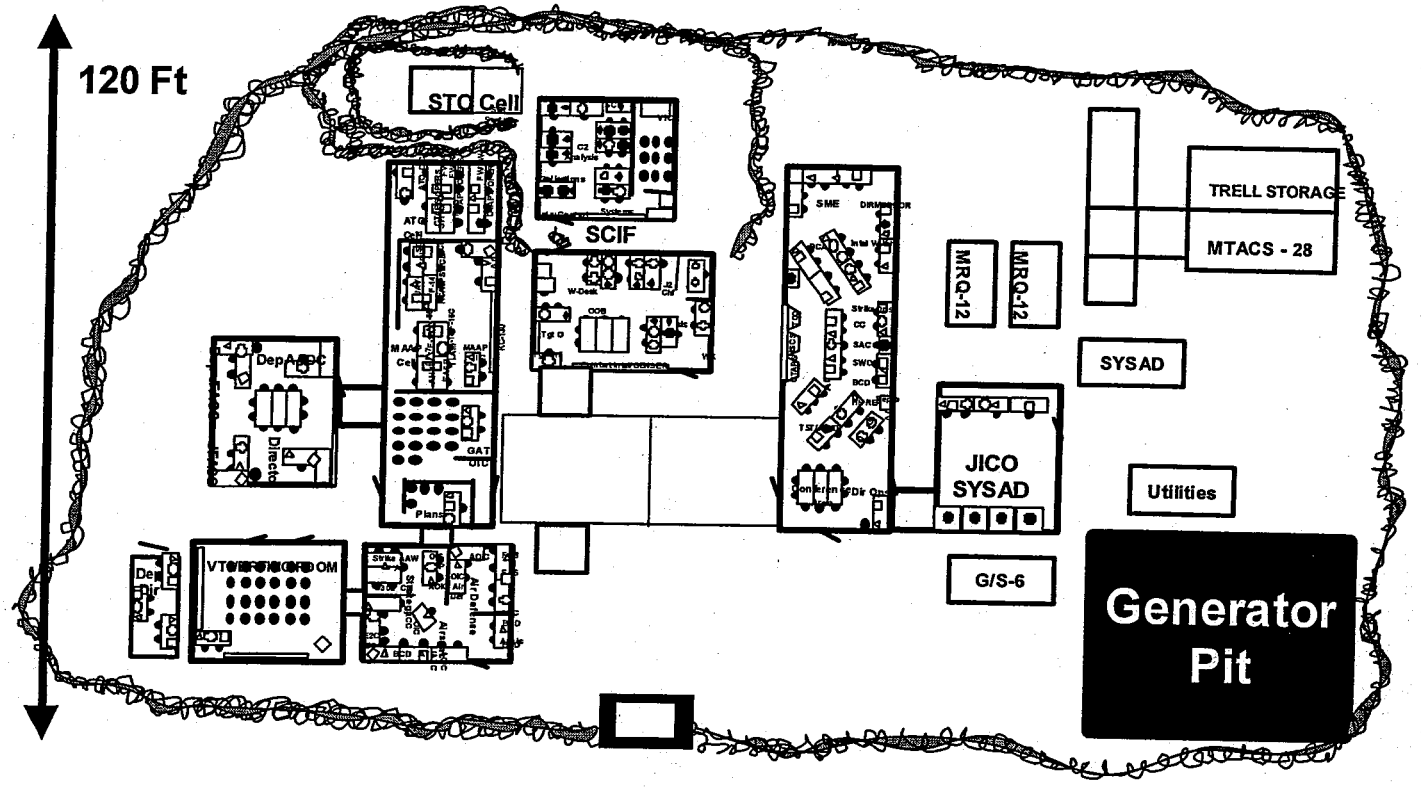


Figure B-3. Sample Layout - Joint Air Operations Center

IV. FACILITIES AND SUPPORT. This paragraph will describe some of the details pertaining to the sample layouts depicted in Figures B-2 and B-3.

A. Facility consists of (2) Modular Extendable Rigid Wall Shelter (MERWS), (2) Trell tents, (7) knockdown shelters, six 3-in-1 shelters, and (3) joining corridors.

B. The supporting facilities account for (4) knockdown shelters, (3) 20' rigid/EMI shelters, (2) 10' EMI shelters, (2) Trell tents, and (3) joining corridors.

C. With prior training, six Marines can set up the MERWS in 3.5 to 4 hours.

D. Tactical generators (with 100% back-up on-line in parallel) should power the entire complex. Additionally, all Automated Data Processing Equipment is connected to Un-Interruptible Power Supplies (UPS) that will provide 15-30 minutes of battery power.

E. The generator pit consists of (2) MEP-805, (9) MEP-006, and (6) MEP-007 generators drawing fuel from two sixcon 900 gallon tanks. The on-line generators provide an available 830 KW. Daily diesel fuel consumption is approximately 1100 gallons.

F. Environmental control for the facility is provided by (12) B0005 and (12) B0011 environmental control units (ECU).

G. Single channel HF, UHF, VHF, and satellite communications are accessible via CDS. The CDS suite used consists of (5) Network Access Units, and (15) User Control Devices (UCD), plus ancillary interconnection equipment. One NAU is used to interface the satellite communications, (2) Network Access Unit's (NAU's) are used to interface the single channel UHF/VHF, and (2) NAU's are used to support the (13) User Control Devices (UCD) within the JAOC.

H. Combat Operations Division (COD) is centered on two projected displays. These are MSCS to provide the air picture via TADIL-A/TADIL-B feeds and Global Command and Control System (GCCS) to provide the ground and maritime picture (TCO/IOW may be substituted for the GCCS).

I. Thirty-five TBMCS stations are used within the JAOC (seven providing the host). A web server is also used to post most recent ATO, intelligence data, ACM modifications, and links to other useful SIPRNET sites.

J. Communications access within the JAOC is supplied via:

1. (41) KY-68 Digital Secure Voice Terminals (DSVT).

2. (10) TA-1042 Digital Non-secure Voice Terminals (DNVT).

3. (20) STU III telephones.

4. (2) Video Teleconference.

K. The JAOC facility provides approximately 5100 square feet of workspace.

V. SYSTEMS AND AUTOMATED DATA PROCESSING EQUIPMENT (ADPE)

A. Other systems used within the JAOC are:

1. Intelligence Analysis System (IAS). Provides "sanitized" threat system/ground force positional data in overlay form to MSBL/TCO/IOW.

2. Remote Joint Theater Air Ground System (R-JTAGS). Provides timely and accurate launch location information, impact area prediction and position information to support early warning, targeting and alerting/cueing.

3. Generic Area Limitation Environment (GALE). Displays Theater missile launch pattern development via TIBS/TRE input.

4. Stalker. Laptop PC system used for the display of TEL launch and hide sites, route locations, and topographical data.

5. Air and Missile Defense Workstation (AMDWS). A command situational awareness workstation with a composite display of TBM and ABT data with airspace control measures.

6. Air Defense Systems Integrator (ADSI). An air and ground tactical situation display incorporating TADIL's and TIBS/TERS intelligence broadcasts.

7. Joint Situational Awareness Display-Prototype (JSAD-P). Situational awareness display used by the JTMDCC Chief. This system is the hub of the cell and fuses the various systems employed by the JTMDCC.

8. Common Operational Modeling, Planning And Simulation Strategy (COMPASS). A software program, hosted by TAMPS or TBMCS, providing distributed planning and whiteboard capabilities for strike planning and TAMD applications.

9. Improved Multi-Link Translator and Display System (IMTDS). A prototype toolset for the JICO that can monitor and evaluate all TADIL's.

10. Advanced Field Artillery Tactical Data System (AFATDS). Used for rapid FSCM planning, dissemination, and implementation.

11. Worldwide Origin and Threat System (WOTS). Employed by the USSPACECOM for near real time TM launch, tracking, and predicted impact data.

12. Joint Deployable Intelligence Support System (JDISS). Provides the forward deployed capability to receive national asset level intelligence data.

13. Tactical Electronic Reconnaissance Processing Evaluation System (TERPES). Provides the capability to receive downloaded EA-6B ELINT/RECCE data.

14. Facility Control Software (FCSW) laptop. Provides the network management and troubleshooting capability for the MRQ-12 Communications Distribution System.

15. Commander's Tactical Terminal (CTT). A 3-channel terminal used to receive TIBS/TRAP intelligence broadcasts for incorporation into the MSCS display.

16. Operational Model Exploiting GPS Accuracy (OMEGA). Provides the capability to track and monitor the status of GPS satellites to exploit GPS use for targeting.

17. Space And Missile Analysis Tool (SMAT). Receives satellite based tracking information pertaining to surveillance satellites and TM's.

B. ADPE support is provided by:

1. (40) SIPRNET/NIPRNET Personal Computers (PC).

2. (2) Scanners

3. (24) Printers

4. (3) Copiers

5. (2) Shredders

6. (4) Safes

CHAPTER 6

SECTION I

BATTLESTAFF TRAINING PROGRAM

I. Purpose. The purpose of the 2d MAW ACE Battle staff Training Program is to train 2d MAW Marines how to successfully conduct air C2 as members of the Tactical Air Command Center (TACC) within a MAGTF and in coordination with a Joint Force Air Component Commander (JFACC) within a Joint Task Force (JTF). The objective of this training program is to maintain a combat ready TACC capability within 2d MAW and enhance the readiness of 2d MAW at large.

II. Discussion. Air C2 Battlestaff skills are complex, require dedicated introductory training, and regular practice in order to sustain proficiency. The goal of all Battlestaff training is readiness. Battlestaff readiness is the ability to deploy on short notice, set up a TACC, and conduct air C2 for a MAGTF or for a JTF. Battlestaff skill training will include Introductory Training, On-the-Job Training, and Sustainment Training.

III. Training Goals. Each member of the Battlestaff needs to understand what their job is and how their job contributes to the overall effort. They need to know how the TACC is structured and how information flows throughout the TACC. Battlestaff members need to understand how the TACC fits within the MAGTF and how the TACC functions within the JTF. The goal of all training is to prepare 2d MAW Battlestaff members to work together and successfully conduct air C2 for the Air Combat Element (ACE).

IV. TACC Functional Area Training. The four functional areas of the TACC are Leadership, Future Operations, Air Combat Intelligence, and Current Operations. Training for Air Combat Intelligence is conducted and tracked by the Wing G-2. Training for Current Operations is conducted and managed by Marine Tactical Air Command Squadron-28 (MTACS-28). Training for Leadership and Future Operations will follow this instruction and be accomplished through the coordinated effort of the entire Wing Staff, but primarily the G-3, G-1, and G-7.

V. 2d MAW ACE Battlestaff. The billets and structure comprising the 2d MAW battlestaff roster were designed through coordination between all Wing staff sections to include input from MACG-28

and MWHS-2 under the supervision of the Chief of Staff. Operational testing and evaluation have validated the battlestaff roster. Changes to the battlestaff roster must be routed throughout the Wing staff with justification. Changes will be approved by the Chief of Staff. 2d MAW Marines will be assigned to the battlestaff as a collateral duty. In order to maximize the effectiveness of the training investment, Marines will be assigned to the battlestaff upon arrival for duty at 2d MAW. By name assignment to a battlestaff billet is a function of the G-1 in coordination with the G-7. The G-1 fills the battlestaff roster primarily with Marines from the 2d MAW Headquarters Staff. However, due to competing priorities, 2d MAW Headquarters Staff members are not always available to perform their rolls as members of the battlestaff for a given exercise or operation. As a result, the G-1/G-7 will identify alternate members of the battlestaff roster from Marines assigned to the groups/squadrons. The requirements for introductory and sustainment training are the same for Marines assigned to the groups/squadrons as for Marines assigned to the Wing staff.

VI. Leadership and Future Operations Training. Preparing Marines for assignment within the Leadership and Future Operations divisions is a three step process and are discussed below.

A. The first step is to identify the TACC and ACE battlestaff.

B. The second step is to identify the training required for the Marines. The G-7 will interview new battlestaff members and assess their experience and background in air C2. Based on the assessment, the new battlestaff member will be assigned with a billet. An individual training track will be tailored to prepare the Marine for their specific battlestaff billet. The individual training track will be designed to complement the experience and qualifications each Marine brings to the Battlestaff.

C. The third step is to conduct and manage the training program. When each Marine's training track is identified the G-7 will coordinate with the G-3 Training Section to schedule formal schools or participation in external exercises for on-the-job training (OJT) as required. Additionally, the G-7 will conduct introductory and sustainment training for identified members of the battlestaff. After introductory training each battlestaff member will be required to participate in at least two refresher events each year. The

refresher events include those training opportunities listed under On-the-Job Training and Sustainment Training below. Tracking the introductory training and refresher training for each battlestaff member is a function of the Wing G-7 in coordination with the G-3 and G-1.

1. Introductory Training

a. Senior Watch Officer's (SWO) Course, WTI.

b. ACE Battlestaff Operations Course (ABOC), WTI.

c. Joint Airspace Command and Control Course (JAC2C), Hurlburt AFB.

d. Targeteer School, Dam Neck, VA

e. 2d MAW G-7 (in house instruction, class outlines listed in ATO Primer Appendix).

2. On-the-Job Training

a. 2d MAW XTACC or TACC deployment for exercise or operations (e.g. II MEF COMEX, MSTP, MEFEX).

b. Opportune exercise participation (e.g. Unified Endevor/Fuertes Defensas, Joint Task Force Exercise (JTFEX), Joint Expeditionary Force Experiment (JEFX), etc.).

3. Sustainment Training

a. Participation in monthly Wing Garrison Air Tasking Order (ATO) production.

b. Participation in planning, coordination and execution of quarterly Wing Training Events, depicted on the monthly ATO.

c. Contengency/Crisis Action Planning.

VII. Battlestaff Training Management. The names, training progress, and qualifications of 2d MAW battlestaff members will be recorded by the G-7. The G-7 will employ the TACC ATRIMS T&R code matrix for tracking and management of the Battlestaff Training Program.

VIII. Wing Garrison ATO. Toward the goal of Battlestaff readiness, 2d MAW Marines must train the way they will fight. During times of conflict, ACE mission tasking will come in the form of an ATO, For familiarity and simplicity, it is sensible for 2d MAW Marines to use the ATO format for routine mission tasking in garrison. To facilitate the production of a monthly Wing ATO that is both relevant and accurate, a garrison Theater Battle Management Core System (TBMCS) computer network has been established. The TBMCS network is the current joint air C2 system of record. Regular practice with the TBMCS system in production of the Wing ATO promotes Battlestaff readiness. The benefits of the monthly Wing ATO include:

A. A means to practice coordinated air operations C2 from planning through execution involving all 2d MAW communities.

B. Regular TBMCS training for Wing and Group air planners.

C. Unit tasking via ATO format to enhance user familiarity.

D. Standardized method to coordinate Wing level training events, employing the entire spectrum of a/c types and MACCS agencies.

The Wing ATO is an unclassified message published by the G-3 with production support from the G-7. The Wing ATO replaces the monthly Fixed Wing Frag message, Rotary Wing Frag message, and KC-130 Frag message and is the official tasking medium for 2d MAW.

IX. Quarterly Wing Training Events. During times of conflict, the ACE will coordinate all 2d MAW communities to conduct missions in support of the MAGTF. The missions will be executed per the operational ATO. The ATO provides the necessary information required by aircrew of diverse aircraft types and controllers at distributed locations to work together for mission success. The ATO is the foundation of coordinated air C2, but mission execution is the object of the ATO. Combining the ACE assets of aircraft and the Marine Air Command and Control System (MACCS) to execute mission tasking is a complex endeavor. Toward the goal of ACE readiness, 2d MAW Marines need to train the way they will fight. This requires regular practice in mission execution employing all functions of Marine aviation. Under the cognizance of the G-3, these events will be scheduled on a quarterly basis and will be deconflicted with higher tasking. Groups will rotate in the roll of "Supported Command" and in turn, take the lead in development of the

scheme-of-maneuver for the event. The event will be depicted on the monthly Wing ATO and executed as published. The event should not exceed two days duration and should have a tactical scenario supporting training objectives. The event should be supportable by all 2d MAW participants from their respective home stations to the maximum extent possible and should support Training and Readiness requirements for all 2d MAW communities. Examples of Wing level training events include:

A. Hornet's Nest

B. Carolina Thunder

C. CAPEX

D. MISTEX

APPENDIX A

ATO PRIMER

I. PURPOSE. This Appendix describes procedures, methodologies and techniques for the development, planning and production of the AIR TASKING ORDER (ATO). It is intended as a guide, and not presented as a doctrinal text. It should be used as a supplement to the FOPS SOP to answer specific questions reguarding ATO planning, development and production. The basis from which it was derived is both doctrinal and empirical - *common sense goes a long way where doctrine may not specifically address the how, why and wherefore of a particular issue or procedure.*

II. APPLICATION

A. CG, 2d Marine Aircraft Wing, through the AC/S, G-7 has established the Table of Organization (T/O) for the Wing Battle Staff. The Future Operations Section of the Tactical Air Command Center (TACC) is where the ATO Production and Development Cell resides.

B. The ATO production cell, in concert with other sections within TACC Future Operations, is responsible to the Tactical Air Commander (TAC) for the timely development, planning and production of the ATO and all associated training therein.

C. This publication is neither authoritative nor directive. The doctrinal aspects of ATO *development* are addressed in greater detail in the various reference publications listed herein. This primer is intended to be a practical guide to *ATO production.* It is intended to serve as a point of departure to be built upon, not as means to an end.

III. SCOPE. This publication focuses on the duties and responsibilities of the TACC Assistant Future Operations Officer/ATO Writer in his role as the executive agent for ATO training, development and production. This primer should be applicable in any U.S. theater of operation. Commander In Chief (CINC), Theater or designated Joint Force Air Component Commander (JFACC) procedures will apply.

IV. PROPONENT. The lead agency for the *Primer* is AC/S, G-7, 2d Marine Aircraft Wing.

V. BASIS. The development of the *Primer* is based on U. S. Joint and service doctrine. This publication incorporates

lessons learned during exercises and other practical application.

VI. USE. The *Primer* is comprised of a series of classes and training aids that follow the flow of the ATO planning, development and production process. Included is a recommended table of organization (T/O) and examples of supporting documents, flow sheets, worksheets and messages. The classes build upon each other in an attempt to systematically walk the user through the "process" while providing the necessary supporting documents to plan, develop and produce an ATO.

CHAPTER I

INTRODUCTION

I. Joint Air Operations. The Joint Force Commander (JFC) integrates the actions of assigned, attached and supporting forces into a unified area of responsibility (AOR)/joint operations area (JOA) - wide joint air operations. The JFC then synchronizes actions of assigned, attached and supporting capabilities/forces in time space and purpose.

II. Command and Control of Joint Air Operations. Operational level relationships, policies and procedures provide the principles and options for command and control (C2) of joint air operations through the designation of a joint force air component commander (JFACC). The JFACC is the designated lead agent for the integration and application of joint air power to achieve specific objectives of the Joint Task Force (JTF).

III. Tasking for Joint Air Operations. Component commanders make air capabilities/forces available to the JFC for tasking to support the joint force as a whole. These capabilities/forces are tasked directly by the JFC or by the JFACC, based on the JFC's air apportionment decision. *Only the JFC has the authority to reassign, redirect or reallocate a component's direct support capabilities/forces.* Component capabilities/ forces not available for air joint air tasking must still comply with the airspace control order (ACO) and Special Instructions (SPINS).

IV. Joint Air Tasking Cycle. A joint air tasking cycle is used to provide for the efficient and effective employment of joint air capabilities/forces. The cycle provides a repetitive process for the planning, coordination, allocation and tasking

of joint air missions/sorties within the guidance of the JFC. The cycle accommodates changing tactical situations or JFC guidance, as well as requests for support from other component commanders. It is an analytical and systematic approach that focuses targeting efforts on supporting operational requirements.

V. Air Tasking Order (ATO). The ATO is the vehicle by which all air capabilities are directed. The ATO is developed through an interrelated series of message exchanges that provide a means of requesting and scheduling air sorties to achieve specific objectives of the JTF. It is the byproduct of the joint air tasking cycle.

VI. ATO Build Process. The construction of the ATO should be viewed from a "process" orientation. Traditional instruction in ATO development usually depicts linear timelines. These timelines, often shown as multiple, overlapping lines tend to be confusing. By looking at ATO development as a process one can better understand the relationship of various inputs and products in the context of the big picture.

CHAPTER II

ORGANIZATION

I. TACC Future Operations comprised of the following sections: ATO Development, Ground Watch, and Intel Watch (including Targeting), all supported by administration.

II. All sections contribute to the ATO build process. Understanding the intra-relationship of the various functional areas within TACC Future operations is essential.

III. Recommended Table of Organization for the ATO Development Section within TACC Future Operations is as listed below. One must recognize that in reality the T/O for any respective exercise/contingency will be Task Organized.

A. Future Ops Officer (directs ATO production).

B. ATO Production Officer (Wing officer with TBMCS experience the Key to success!).

C. SYSAD Operators (MTACS personnel who keep you up and running).

D. Strike Planners (F/A-18 A/C/D, AV-8B, AH-1W) one each is preferred.

C. EW Planner (EA-6B).

D. Tanker Planner (KC-130).

E. Assault Support Planners (CH-53D/E, CH-46, UH-1N, need at least two transport types).

F. Airspace/Air Defense Planner (72XX).

G. DASC Planner (7208).

H. Operations Chief (SNCO - 7041).

I. Operations Clerk (NCO - 7041).

Note: Weapons Tactics Instructors (WTI) are preferred in all planning positions.

Key elements for success in building an ATO are: Organization, Training and Knowledge. Organization of procedures and personnel; training in the ATO build process and; knowledge of the automated planning system/Theater Battle Management Core System (TBMCS), Planning/Decision and Execution (PD&E) and Air Tasking Order (ATO) cycles. Each is essential to ATO mission accomplishment.

CHAPTER III

TRAINING

I. The Future Operations Officer, assisted by automated planning system/TBMCS experts (usually from MTACS), is responsible for training his team. Chances are you will not have the benefit of an experienced team the first time you utilize this primer. It is your job to get them ready to produce the ATO. The automated planning system/TBMCS training is only a small piece of the knowledge necessary to fight the war.

II. As stated in the preface, the Primer consists of a series of classes whose purpose is to walk the user through the ATO planning, development and production process. Starting with the PDE/ATO Cycle, the classes build upon each covering all aspects from orientation - "What is an ATO" to production and dissemination of the completed order.

III. Classes included in the Primer:

A. PDE Cycle/ATO Cycle -- Chapter IV

B. Battle Rhythm -- Chapter V

C. Targeting Process and the SPITL -- Chapter VI

D. Apportionment/Allocation -- Chapter VII (sortie computation)

E. Flow Sheet Worksheet Development -- Chapter VIII (Strike, Assault Support, Support)

F. Weaponeering/Force Application -- Chapter IX (direct support target sourcing)

G. Mission Packaging -- Chapter X

H. Airspace Geometry -- Chapter XI

I. Fire Support Coordination Measures -- Chapter XII (Marine Corps and Joint)

V. Practical Application Exercises (not included, but recommended):

A. TBMCS/Automated Planning System.

1. TBMCS basics (log-in, E-mail, set-up data, forms, worksheets)

2. ATO build process (from set-up to merge)

3. Individual Station training (links between planners)

4. SPINS (special instructions)

VI. Supporting Documents

A. Working documents are included throughout the primer. They are inclusive to their respective lesson plan as a visual aid as well as a practical aid to organization for development of the ATO - extract and reproduce as necessary.

B. Messages. Examples of key messages, the Allocation Request (ALLOREQ), Air Support Request (AIRSUPREQ) and Direct Support Plan (DSP) are included. An explanation key for the ALLOREQ/AIRSUPREQ messages is included.

C. An example Direct Support Plan brief is included to aid in describing the DSP concept.

CHAPTER IV

PDE/ATO CYCLE

I. PDE/ATO Cycle. The terms Planning - Decision - Execution Cycle and Air Tasking Cycle are nearly synonymous and often times used interchangeably. Most accurately, the ATO cycle is a "type" of PDE cycle and in fact is imbedded within it. For the purpose of this discussion, we'll settle on the term ATO to describe the process.

The joint air tasking cycle is used to provide for the effective employment of the joint air capabilities/forces made available. - Joint Pub 3-56.1, Command and Control for Joint Operations.

II. The "cycle" provides a repetitive process for the planning, coordination, allocation and tasking of joint air missions/sorties within the guidance of the Joint Force Commander (JFC). The cycle accommodates changing tactical situations of JFC guidance, as well as requests for support from component commanders.

III. The ATO is an analytical, systematic approach that focuses targeting efforts on supporting operational requirements. Much of the day-to-day ATO is conducted through an interrelated series of exchanges (through designated component liaison officers and/or messages), which provide a means of requesting and scheduling Marine and/or Joint air missions.

IV. There are usually four ATOs in progress at any time: (1)

the ATO being assessed (yesterday's plan), (2) the ATO in execution (today's plan), (3) the ATO in production (tomorrow's plan), and (4) the ATO in planning (the following day's plan).

V. The ATO cycle begins with the JFC's air apportionment process and culminates with the combat assessment of previous mission/sorties (it runs a parallel course with the targeting cycle). The full ATO cycle spans a 30-72 hour period. Each ATO period, usually covers a 24-hour period (0600-0559). The ATO cycle may span portions of two consecutive "D-Days" (12-hour period of each day).

A. The Cycle begins with the Commanders Guidance and intentions/objectives, which provides the impetus for targeting, asset apportionment and allocation and overall air strategy. All decisions should ultimately be linked to the JFC's guidance and objectives.

B. Targeting occurs at all levels, but in particular with regard to the ATO Cycle, Joint targeting, supported by each component respective targeting process begins the ATO build process in earnest. Each respective component nominates targets for consideration to the joint targeting board. Generally these are targets that component commanders are requesting to be serviced by the JFACC. In other words, targets that lay beyond the respective commanders area of operation (AO) or, targets which lay beyond the Fire Support Coordination Line (FSCL) but inside the AO that are beyond the component commander's means to service. Targets serviced by component organic assets are called Direct Support targets (DS).

C. The Approval phase is again linked to the commander and is where the Apportionment and Allocation decision is made as well as the approval of the Joint, Integrated, Prioritized Target List or JIPTL. Once the JIPTL is available, the next phase begins; Weaponeering and Force Application.

D. Weaponeering and Force Application is a determination of appropriate weapons systems (type and quantity) to be applied in order to reach the desired effect on both the enemy and target. (These measures will be discussed in the targeting hip pocket class) The follow on to this computation is the force application portion, which is a determination of number of aircraft per strike, number of strikes and/or total sorties applied against the target to reach desired affects.

E. Master Air Attack Plan (MAAP). After the Weaponeering and Force Application process, the MAAP takes form with the compilation of various "Flow and Worksheet documents detailing each respective regime in the air tasking order; Strike, Support, Assault Support, etc. The MAAP formulates the when, the how, the what and the how much of the Air Tasking Order by graphically portraying the strike flow supported by the support flow and, the assault support flow which, together build the overall air plan. See Hip Pocket Class on Weaponeering and Force Application.

F. ATO/SPINS Production and Transmission. This phase is characterized by entry of data into TBMCS and is the meat of the entire ATO development process. With the completion of the MAAP, the TBMCS entries can begin in earnest. ASR/JTAR missions are entered, SPINS are generated and "packages" are built. Much of what is entered into TBMCS; Airspace, Air defense measures and certain routine or repetitive "flows" can be entered any time and may only need updating from day to day if at all. Caution - The approved joint target list must be received before "strike" missions can be entered into TBMCS. Marine nominated targets must be validated for all Interdiction missions in case changes have been promulgated at the Joint/Combined Targeting Board (JCTB) that affect either target priority or position (change in FSCL location or mobile target). The "target list may have a different name depending on what theater and what level of command the ATO is being written. For a Joint Task Force (JTF) a Joint Integrated Prioritized Target List (JIPTL), for a MEF level exercise it may be called a MIPTL for MEF Integrated, Prioritized Target List and so forth. Once completed, reviewed and checked, the ATO is entered into CAFMS and launched to the JFACC (in the case of a Joint exercise) for integration into the Joint ATO.

G. ATO Execution. Current Operations "executes" the ATO. Hence any changes to the order as written must occur during execution. Invariably, adjustment will be made, priorities shifted and target locations updated. A comprehensive and thorough Future ops/Current Ops turnover is key to smooth execution of the ATO. This should occur after receipt of the ATO/ITO (the day prior to execution) and again just after the shift change (the next morning) for the cycle which is about to begin. This enables the ATO builder to both brief his plan and to gain an insight to the "current fight" in order to make any needed adjustments to the next cycle.

H. Assessment Phase. This phase measures the effects of ATO planning and execution. Weapons platforms, munitions, tactics and resource employment are all assessed by quantitative and qualitative means, both through battle damage assessment (BDA) and enemy actions as a response to targeting. Assessment is continuous and should be scheduled into the ATO cycle routinely. The assessment phase rounds out the cycle, but does not end it. The ATO cycle continues through the end of the campaign. In order to effectively manage and conduct the cycle, a "battle rhythm" must be established - which leads to the next hip-pocket class.

CHAPTER V

BATTLE RHYTHM

I. A Battle Rhythm simply stated is an events timeline. It is promulgated as a guide to regulate schedules for members of the battle staff and as an aide in establishing a daily routine. Imbedded into the battle rhythm are the various deadlines, meetings, deliverables and related events that impact operations.

WING STAFF BATTLE RHYTHM

TIME	EVENT	WHO
0530	CURRENT OPS SHIFT TURNOVER BRIEF	CURRENT OPS
0600	CURRENT OPS SHIFT CHANGE ATO	CURRENT OPS
0700	CG BRIEF	3rd MAW STAFF
0800	TGT NOMS AND BSMs DUE TO CMEF FIRES	MSCs
1100	APPORTIONMENT RECOM TO CMEF	ACE
1200	AIRSUPREQ TO CMEF	MSCs
1300	ATO DUE TO CACC	ACE
1400	MEF TGTING BOARD	MEF FORCE FIRES
1500	MEF SYNCHRONIZATION WORKING GROUP	MEF FORCE FIRES
1600	WEAPONEERING/FORCE APPLICATION	ATO BUILDERS
1700	CURRENT OPS SHIFT CHANGE TURNOVER	CURRENT OPS
1700	TGT GUIDANCE WORKING GROUP	MEF FORCE FIRES
1700	ALLOREQ DUE TO CACC	ATO BUILDERS
1800	CURRENT OPS CREW BRIEF	CURRENT OPS
1800	ATO PUBLISHED	CACC
1900	DRAFT BSM TO MSCs FOR REVIEW	MEF FORCE FIRES
2100	TGT CONFIRMATION BRIEF	MEF
2100	COMPONENT AIRSUPREQ DUE TO CACC	

A. As noted above, a great deal of the battle rhythm is derived from the PDE/ATO cycle. It is possible to have several battle rhythms going on within the battle staff at one time.
The battle rhythm is a keystone document in the successful development and production of the ATO.

B. The Battle Rhythm is a dynamic document and may change often as the campaign progresses. Not all events will occur at the same time each day, especially early on as routines are established and the operation transitions from one phase to another. Since the purpose of the battle rhythm is to establish a routine, the objective is to settle down into just that.

II. It is probably best that the ATO Cell establish their own Battle Rhythm, incorporating all major events from the "Wing Staff" Battle Rhythm as well as those events, deadlines and deliverables that are ATO specific.

ATO CELL BATTLE RHYTHM DATE ATO - B / D+2

TIME	EVENT	WHO/WHAT
0600	SHOW TIME FOR ATO CELL	ATO CELL
0600	REVIEW/UPDATE SETUP PLANNING/AIRSPACE DATA ATO B	MTACS LNO A/S PLANNERS
0700	CHOW	ATO CELL
0800	VISIT W/LIAISON OFFICERS, REVIEW ASR/JTR REQUESTS ATO - B DISCUSS FUTURE REQMNTS ATO C	STRIKE/ASSLT SUP PLANNERS
0900	COMPLETE FLOW WRKSHTS ATO B, ENTER INTO TBMCS	STRK, A/S PLNRS
1100	APPORTIONMENT RECOM TO CMEF ATO C (INTERNAL WING APPORTIONMENT RECCOM)	FUTURE OPS OFF
1200	AIRSUPREQ TO CMEF (NAVAL MESSAGE) ATO D	FUTURE OPS OFF
1300	SPITL DUE FOR ATO B	CTB
1300	COMPLETE INTERDICTION PLANNING, ENTER INTO TBMCS	STRK PLNRS / ATO B
1300	COMPLETE SPINS ATO B	ALL PLNRS
1400	MEF TGTING BOARD ATO C	MEF FORCE FIRES
1500	MEF SYNCHRONIZATION WORKING GROUP ATO C	MEF FORCE FIRES
1700	RECEIVE COPY OF CMEF TGT NOMS AND DS TGTS ATO C	FUTURE OPS OFFICER
1700	TGT GUIDANCE WORKING GROUP ATO D	MEF FORCE FIRES
1700	ALLOREQ DUE TO CACC ATO D	FUTURE OPS OFFICER
1730	CHOW	ATO CELL
1800	DS ATO DUE TO CACC FOR ATO B	FUTURE OPS OFFICER
1800	CURRENT/FUTURE OPS TURN-OVER BRIEF ATO B	FUTURE OPS OFFICER
1800	WEAPONEERING/FORCE APPLICATION ATO C	ACI/STRK PLNRS, FUT OPS O
1900	DEVELOP FLOW WRKSHTS ATO C	ALL PLNRS
2100	BUILD TGT PACKAGES, SUPPORT PACKAGES	ALL PLNRS
2100	CONSTRUCT AIRSPACE FOR ATO C	AIRSPACE/DASC PLNRS
2200	COMPLETE WORK, SECURE	ATO CELL

A. As can be seen, the ATO Cell Battle Rhythm is very detailed

and includes events spanning several ATO cycles. Therefore, unlike the "Wing" Battle Rhythm, which may remain largely the same from day to day, the ATO B/R must be updated daily.

B. In order to keep track of the various ATOs products and deadlines, each event should be identified with its respective ATO.

CHAPTER VI

TARGETING & SINGLE INTEGRATED PRIORITIZED TARGET LIST (SIPTL)

I. The intent of this class is not to teach you how to be a targeteer, but rather to provide you some insight into targeting as a process and its relationship to the ATO cycle.

Targeting is the process of selecting targets and matching the appropriate response to them. It takes into account strategic and operational requirements and capabilities and the threat to friendly forces imposed by the adversary. - Joint Pub 3-56.1, Command and Control for Joint Operations.

II. Like the ATO, targeting is a cyclical process. The targeting process parallels ATO development. It begins with JFC's guidance and priorities and continues with identification of requirements by components; followed by requirement prioritization; target acquisition; attack and finally assessment.

III. Each component of the Joint Task Force conducts targeting, therefore, each component is involved in the joint targeting process. The Marine Corps has the ability through the utilization of its own organic assets to service most of its targets, unlike the Army who is heavily reliant on Air Force aviation. But too, like the Army, the Marine Corps must "play the joint targeting game", especially with regard to interdiction targets. Generally speaking, interdiction targets are those, which lie beyond the FSCL. While the rules vary from theater to theater, the key here is deconfliction and coordination. Whether beyond the FSCL or DBSL, the JFC/JFACC is interested in any "deep" target for the purposes just stated.

IV. Contained within the Future Operations section of the TACC is the Air Combat Intelligence (ACI) section's ACE target cell. Generally, the ACE services targets nominated by Marine

Commanders. It may or may not have any of its own targets. However, should the ACE Commander be given an Area of Operation or be designated the "main effort", he may have ACE "specific" targets. Nevertheless, the adjudicating body for Marine targeting is the MEF Targeting Board. The ACE targeting cell has a representative on the MEF Targeting Board. As described in the ATO cycle chapter, the MEF Targeting Board holds several sessions:

A. MEF Target Guidance Working Group - relates to the beginning of the targeting cycle. It is here the commander provides guidance and where his subordinates interpret and translate it into plans of action. The board develops a Battlefield Operating System (BOS) Synchronization Matrix (BSM) which is forwarded to the subordinate commands for concurrence and/or recommended changes.

B. MEF Targeting Board - subordinate command representatives bring their respective target nominations ordered by priority for deliberation by the board. The targets are scrutinized against the commanders guidance and objectives (utilizing the BSM), the list is checked for duplication of effort and then the lists are compiled, "racked and stacked"; ordering them by priority of effort and in accordance with the commanders objectives. The product of this session is the Component Target Nomination List (CTNL). Actually, there will be a couple of CTNL documents:

1. Direct Support (DS) Target Nominations for Interdiction targets. Direct Sourcing means attacked by Marine systems (Air or other organic means). The DS Noms are forwarded to the JFACC for deconfliction. The JFACC will plot the respective component DS targets on his targeting map along with expected time on target (TOT) so that "Common sourced (or JFACC) interdiction targets may be planned around them. *This a key point which must not be overlooked! As soon as possible after completing the target strike and flow worksheets, they should be forwarded to the JFACC for plotting.* (See hip pocket class on strike worksheet)

2. Common Sourced Target Nominations. These are interdiction targets that are being nominated to the JFACC for sourcing and which will go to the Combined Targeting Board (CTB) for consideration. Here again, they may be broken down into two different lists; targets beyond the FSCL but in the Marine AO for Common Sourcing (because the

Marine Corps has run out of assets and cannot service but wishes it struck) and targets beyond the Marine AO nominated for Common sourcing.

3. Target Synchronization Working Group. Here the MEF Targeting Board conducts preliminary force application and weaponeering. The goal here is to match delivery system and proposed munitions to the respective targets or target sets. The emphasis is on mutual support and complimentary fires in order to achieve battlefield synergy and economy of management all with regard to the commander's guidance and objectives. In other words, to work as a Marine Air-ground team. The product of this meeting is the Master Attack Plan (MAP).

V. The next step is Weaponeering and Force Application. The ACE Targeting Cell and ATO Strike Planners conduct this process within the TACC under the supervision of the Future Operations Officer. The MAP is utilized to conduct a similar process as what took place in the Target Synchronization Working Group in this case by applying Marine aviation assets against targets/target sets.

A. Two factors must be considered:

1. The desired effect on the enemy, i.e., divert, disrupt, delay or limit.

2. The desired effect on the target or target set, i.e., suppress, neutralize or destroy.

B. The desired effect on the target is contemplated in order to achieve the desired effect on the enemy. An example would be: to delay the enemy I may choose to destroy the bridge, to disrupt the enemy attack, I may choose to neutralize his artillery by attacking his support means and transportation. It is very difficult to destroy artillery tubes. *See Target Facts*

C. Assets are applied against targets/target sets of sufficient quantity (sorties) and quality (munitions type) to achieve desired objectives (utilizing the BSM) and within the relegated apportionment guidance (see Chapter VII, class on Apportionment and Allocation and Battle Support Matrix). A cut line is drawn at the last Marine DS target. The remaining targets are forwarded to the JFACC for consideration for

future common sourcing.

D. The process is further refined by the construction of strike and flow worksheets (see Chapter VIII, class on Strike Flow Worksheet development). The MAP, then is transformed into the Master Air Attack Plan (MAAP). The MAAP is a compilation of Marine Strike, Support and Assault Support missions in spreadsheet form, which form the air battle plan for the next ATO cycle.

VI. SIPTL. The Single Integrated, Prioritized Target List is a product of the CTB. Like the Component TNL, it must go through the Weaponeering and Force Application phase (at the Joint level). Once completed it is called a "Weaponeered or Sourced SPITL", meaning resources have been applied against the targets. Again like the Marine DS target list, a cut line is drawn after the last "sourced" target. The Marine DS Interdiction target list is then married with the bottom of the cut line to form the Target Nomination List or TNL.

VII. Once available, the TNL is validated against the Marine DS target list to ensure Marine targets planned for are still on the list and for verification of target local. Mobile targets have a habit of moving as well as Fire Support Coordination Measures (FSCL changes can affect target definition - CAS/Interdiction).

VIII. Once validated, the Interdiction missions may be planned in TBMCS. The completion of which closes the loop on this ATO cycle with regard to targeting. Targeting & the Single Integrated, Prioritized Target List.

IX. TARGET FACTS

A. Target. A geographical area complex or installation planned for capture or destruction by military forces. Targets include the wide array of mobile and stationary forces, equipment, capabilities and functions that an enemy commander can use to conduct operations.

B. Targeting. Part of the tactical decision making process used to achieve the commander's intent. The methodology used to translate that intent into a plan is "decide, detect, deliver and assess". Involves the coordinated integration of the commander's staff, which forms the target cell.

C. Targeting Objectives. Objectives are aimed at the enemy's capability to interfere with the achievement of the friendly objectives. They include: divert, limit, disrupt, delay, damage or destroy. They are defined in terms of the effect of target attack on the enemy and should always compliment the commander's intent/scheme of maneuver/concept of operations.

D. Divert. Divert to force the enemy to alter a particular course of action once he has already begun the execution phase. For example, the commander may want to stop the enemy advance against the friendly center of gravity. To accomplish this, friendly forces conduct operations against the enemy's critical vulnerabilities, causing the enemy commander to abandon his course of action (COA) in order to deal with the new threat to his force.

E. Limit. Limit to restrict the enemy's capability to pursue a particular COA. For example, the commander may want to limit the enemy to only one of three possible avenues of approach; or to deny the enemy's use of a potential COA. The effect is to make targets more vulnerable, or put the enemy on terrain less advantageous to his purpose.

F. Disrupt. Disrupt to break apart, disturb, or interrupt an enemy function. For example, the commander may want to disrupt the enemy's ability to counter-attack. To accomplish this, the attack guidance may direct the suppression, neutralization, or destruction of specific maneuver, FS, or C2 targets essential to the enemy's counter-attack capability.

G. Delay. Delay to slow down the arrival of a unit on the battlefield. Delaying the target creates more time for friendly forces to complete current operations or to prepare for the arrival for the target on the battlefield. An example would be to slow down the arrival of enemy re-enforcements.

H. Damage. A term used to reflect a subjective or objective assessment of battle damage, or used to describe nuclear targeting objectives: light, moderate or severe.

I. Destroy. Describing destruction as an objective requires that specific quantities or percentages be established within the realm of the weapon system or the systems ability to accomplish the targeting objective. For example, artillery normally associates destruction with a 30% criteria; whereas maneuver/close combat forces might use 70%.

Chapter VII

APPORTIONMENT/ALLOCATION

I. A complete understanding of Apportionment and Allocation must go beyond mere definition. The translation of allocation and apportionment guidance into an executable Air Tasking Order requires comprehension of the air tasking process.

II. Definitions

A. Apportionment. "The {Joint Force Commander} determination and assignment of the total expected air effort by PERCENTAGE and/or PRIORITY that should be devoted to the VARIOUS AIR OPERATIONS and/or geographic areas for a given period of time." *Joint Pub 1-02*

B. Allocation. "The {JFACC} translation of apportionment into total numbers of sorties by aircraft type, available for each operation/task." *Joint Pub 1-02*

C. Distribution. Normally accomplished by the Land Component Commander (LCC): "a further subdivision of the allocation process in which allocated sorties to Close Air Support (CAS) are distributed among the various land maneuver units." *Joint Pub 1-02.*

D. Allotment. Similar to distribution - It is the "distribution" of the CAS allocation by the GCE commander based on unit mission priorities and priorities of fires/targets.

E. Requests. The process whereby units request tactical air support (Joint Tactical Airstrike Request (JTAR)) or assault support (Assault Support Request (ASR)).

F. Tasking. The process of translating the allocation into orders and passing these orders to the units involved. Each order normally contains sufficient instructions to enable the executing agency to accomplish the mission successfully.

G. Scheduling. The process of assigning specific units within the JTF/ACE to support specific missions within the air

tasking order.

III. Joint/MAGTF Air Tasking Process. The terms defined above help to describe the actions taken by the JFACC/ACE and/or LCC/GCE commander in the air tasking process. The "Process" is divided into four phases wherein particular milestones and task are identified:

A. Phase One - Apportionment and Allocation

1. The AAW plan is developed by the JFACC/ACE and approved by the JFC/MAGTF commander

2. The number of sorties available for OAS is determined.

3. Air interdiction targets are identified and ranked in order of priority by the Combined/MEF targeting board. An estimate is made of the required number of sorties to flow against the targets.

4. The number of sorties for CAS is estimated.

5. Additional deep air support requirements are identified.

6. Surge requirements and effects are identified.

7. Fixed wing support requirements (EW, reconnaissance and tanker) are determined.

B. Phase Two - Allotment and Request

1. The preplanned/immediate mix is determined.

2. CAS sorties are distributed by the LCC/GCE to his subordinate units for fire support planning (allotment).

3. CAS targets are analyzed in light of available supporting arms (including artillery, NSFS, ATCMS etc).

4. Tactical Air Requests are received by the JFACC/ACE (TACC).

5. Additional requests (other that AAW/ OAS) may also be received; in particular, from the Combat Service Support Element (CSSE) and the Rear Area Operations Center (RAOC). The CSSE may request assault support assets for logistics

and supply movement and the RAOC to support rear area security plans. The assets requested may be Marine Corps organic or joint (AC-130 gunship).

C. Phase Three - Tasking

1. The ATO is prepared by the JFACC/ACE.

2. Additional air support requirements are forwarded to the MAGTF for JTF cross tasking.

3. Any sorties not essential to MAGTF operations are identified as "excess" and are forwarded to the JFACC for JTF cross tasking.

D. Phase Four - Scheduling

1. Upon receipt of the ATO, units assign aircraft, complete required maintenance, schedule aircrew, load ordnance.

2. Aircrews brief and fly scheduled missions.

VI. Assault Support, EW, Reconnaissance and Aerial Refueling aircraft are not part of the apportionment decision, however, may figure into distribution; especially helicopter lift and rotary wing CAS assets.

Chapter VIII

FLOW WORKSHEET DEVELOPMENT; STRIKE/SUPPORT/HELICOPTER

I. Flow Worksheets are spreadsheets developed to aide in the construction of the Master Air Attack Plan MAAP, and as a management tool to organize, schedule and deconflict sortie flow, asset utilization and targeting. At a glance, the Flow Worksheet(s) describe the Air Plan for the given ATO cycle. Gaps are easily identified as are over committed assets or targeting conflicts.

II. Flow Worksheets make excellent briefing tools from which to describe the Marine Air Plan. They can also be helpful during execution to the Current Operations Watch standers. They are, however, "working" documents and are not a replacement for the ATO. The ATO is the master document from which the air plan is fought and adjustments are made from it. The worksheet is an

additional tool; it should, but may not reflect actual scheduling.

III. Methodology.

A. Total sortie generation is computed utilizing the Strike Sorties Available/Rotary Wing Available Worksheets (*See Figures 1, 2 & 3*). Calculations are based on available assets; taking into consideration aircraft losses from the previous period, mission capable rates and; the commanders apportionment guidelines. *Marine sorties are generated utilizing "internal MEF Apportionment Guidance" not ACC Apportionment Guidance.* Rates compute as follows:

Aircraft Type	Utilization Rate	Mission Capable (MC) INT / CAS
	Sustain/Surge	(% of on-hand) 60 / 40
Strike Fixed Wing	2.5 / 4.0 /	.85
Support Fixed Wing	1.5 / 3.0 /	.85
Rotary Wing	4.0 / N/A /	.80

Note: Sorties are laid out (flowed) for the 24-hour period utilizing both sustained and surge rates for all fixed wing aircraft. This can be confusing and deserves some explanation. Planned & scheduled sorties, either Interdiction or airborne alert Close Air Support (XCAS) missions, flow utilizing the sustained rate. The difference between sustained and surge rates are then laid out as Ground Alert CAS (GCAS) and spread out throughout the ATO cycle. GCAS is planned, but not scheduled, that is it does not have a designated T/O or TOT but is on standby during the period indicated on the ATO. This provides the maximum amount of flexibility and response time to mission crews, maintainers and the Tactical Air Commander (TAC). The TAC, unless delegated, is the only person who may authorize a surge, hence launching of GCAS missions. This must be understood from the beginning by all current operations watch standers!

SURGE IMPACT	
1 DAY SUSTAIN RATE	= 2.5
1 DAY SUSTAIN RATE	= 2.5
2-3 DAYS - DROP TO	= 2.0 FOR EACH DAY OF SURGE
4 DAYS - DROP TO	= 1.5 " " " " "

B. Flow Sorties. *(See Figures 4, 5& 6)*

1. Compute both surge and sustained fixed wing sortie rates (total sorties). Compute Rotary Wing CAS at sustained rate only.

2. Compute the difference between surge and sustained - set aside for GCAS. *Since these are planned but not scheduled sorties, they will not be in conflict with the Commander's Apportionment Guidance.*

3. Lay aside INT sorties awaiting Target Sync Working Group and Weaponeering and Force Application sessions.

4. Flow scheduled airborne alert CAS (XCAS) missions first (sustained rate computation for CAS). These can be either spread loaded across the ATO cycle or scheduled during anticipated periods utilizing Tactical Air Requests or LNO guidance/heads-up. Develop a "Squadron Assignment Table" (*see Figure 4*) as an organizational tool for planning - an essential planning aide.

5. Flow GCAS. Recommend spread load across ATO cycle to best serve surge operations, maintenance etc. *Ground alert missions should not be on less than 30-minute standby, lest the crew/aircraft be ready round-the-clock. 1-hour is preferred.*

6. Flow Rotary Wing CAS next. Flow scheduled, planned missions then; utilize same method as GCAS for remaining sorties across ATO cycle.

7. Flow Support Aircraft (KC-130, EA-6B). These assets are usually in short supply and high demand. Selective scheduling may need to occur depending on asset availability. When possible, spread load to cover entire ATO cycle.

8. Flow Rotary Wing Lift. Flow pre-planned, scheduled lifts first, utilizing Assault Support Requests and Liaison information. There will be many reoccurring, regularly scheduled helo lifts (Medevac, Rear Area Security standby, Re-supply, Logistics etc). These may stay the same day to day and can be carried over from one ATO cycle to the next. Flow the remaining sorties across the ATO cycle to maximize responsiveness/availability. There may be "anticipated" period such as described above, where helicopter assets are needed in large numbers to support expected lift

operations. In this case an entire lift package may be identified and planned for a given period (6-12 hours). *Remember, you can re-cycle aircraft, but not aircrew. Aircrew on standby for 12-hours or more have the same crew day, flying or not!*

9. Flow INT sorties. Interdiction planning begins when the Marine Direct Support (DS) target list(s) are available (usually at the completion of the MEF Targeting Board). This occurs at the Weaponeering and Force Application Working Group and is conducted by the Strike Planners the Targeteers and the Future Ops Officer. *See Targeting Class/Weaponeering and Force Application Class* INT planning cannot be finalized, however, until targets and their locations are validated with the receipt of the SPITL. This is the last step in the Flow worksheet development process. The completed product is the Master Air Attack Plan (MAAP).

Sample: Sortie Computation Worksheet

STRIKE SORTIES AVAILABLE

D + _____ / _____ (ATO - _____)

TYPE A/C BASE	PAA/O/H	LOSSES TODAY/TOTALT	MC	SUSTAIN/ SURGE	DIRECT	ACC
F/A-18 A	36/36	0/0	31	77/124	100%	0
F/A-18C	72/72	0/0	61	153/244		
F/A-18 A/C TOTAL	108/108	0/0	92	230/368	100%	0
F/A-18D TOTAL	48/48	0/0	40	100/160	100%	0
AV-8B	82	0/0	64	160/256	100%	0
TOTAL F/W	238	0/0	202	490/784	100%	0
AH-1W	96/96	0/0	77	307	100%	0

TOTAL R/W	"	"	"	"	100%	0
TOTAL R/W & F/W	334	0/0	279	797/1091	100%	0

Figure 1

SURGE IMPACT

CAPABLE (MC)	APPORTIONMENT		MISSION % / SORTIES	
			MEF	ACC
<1 DAY SUSTAIN RATE	= 2.5	.85 OF ON HAND FW		
1 DAY SUSTAIN RATE	= 2.5	.80 OF ON HAND RW		
2-3 DAYS - DROP TO	= 2.0 FOR EA DAY OF SURGE			
4 DAYS - DROP TO	= 1.5 " " " " "			
ACC --	--			

UTILIZATION RATE (SUSTAINED/SURGE)		INT	50	70
		CAS	50	30
STRIKE	2.5 / 4.0			
SUPPORT	1.5 / 3.0			
HELO	4.0 / N/A			

Sample: Sortie Computation Worksheets

SUPPORT SORTIES AVAILABLE

D + _____ / _____ (ATO - _____)

TYPE A/C BASE	PAA/O/H	LOSSES TODAY/TOTALT	MC	SUSTAIN/ SURGE	DIRECT	ACC
KC-130	12/12	0/0	10	15/30	100%	0 %
EA-6B	6/6	0/0	5	8/15	100%	0 %

Figure 2

ROTARY WING LIFT SORTIES AVAILABLE

TYPE A/C BASE	PAA/O/H	LOSSES TODAY/TOTALT	MC	SUSTAIN/ SURGE	DIRECT	ACC
CH-46E	144/144	0/0	115	460	100%	0 %
CH-53E	48/48	0/0	38	154	100%	0 %
CH-53D	48/48	0/0	38	154	100%	0 %
UH-1N	54/54	0/0	43	172	100%	0 %

Figure 3

Sample: SQUADRON ASSIGNMENT TABLE:

	VMA	HMLA	VMFA(AW)	VMFA
1	211	169	121	112
2	214	267	225	122
3	223	269	242	134
4	311	369	332	232
5	513	773		314
6	542	775		323
7				115
8				212
9				251

Figure 4

Sample: Strike Flow Worksheet (0600-1800)

STRIKE AIR FLOW WORKSHEET ATO B D+ 2 / AUG 25

SDQN/ A/C TYPE/ MSN	TIME (LOCAL) 00	01	02	03	04	05	06	07	08	09	10	11
	12	13	14	15	16	17	18	19	20	21	22	23
F/A-18D INT (PKG)		0001 4X1 4X2										
F/A-18D GCAS		GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4
F/A-18C INT (PKG)		0001 0001 4X1 4X4 4X2 4X5 4X3	XCAS 2X5 XCAS 2X6	XCAS 2X1 XCAS 2X2	XCAS 2X3 XCAS 2X4	0002 0002 4X1 4X4 4X2 4X5 4X3	0025 0025 4X1 4X4 4X2 4X5 4X3		0335 0335 4X1 4X4 4X2 4X5 4X3	0436 0436 4X1 4X4 4X2 4X5 4X3		0112 0112 4X1 4X4 4X2 4X5 4X3	
F/A-18C GCAS		GCAS 2X5 GCAS 2X6	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X5G GCAS 2X6	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X5 GCAS 2X6	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X5 GCAS 2X6	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4
AV-8B GCAS		GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X5G GCAS 2X6	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X5G GCAS 2X6	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X5G GCAS 2X6	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X5G GCAS 2X6
		GCAS 4X1 GCAS 4X2	GCAS 4X3 GCAS 4X4	GCAS 4X5G GCAS 4X6	GCAS 4X1 GCAS 4X2	GCAS 4X3 GCAS 4X4	GCAS 4X5G GCAS 4X6	GCAS 4X1 GCAS 4X2	GCAS 4X3 GCAS 4X4	GCAS 4X5G GCAS 4X6	GCAS 4X1 GCAS 4X2	GCAS 4X3 GCAS 4X4	GCAS 4X5G GCAS 4X6
AH-1W R/WCAS		GCAS 4X1 GCAS 4X2	GCAS 4X3 GCAS 4X4	GCAS 4X5G GCAS 4X6	GCAS 4X1 GCAS 4X2	GCAS 4X3 GCAS 4X4	GCAS 4X5G GCAS 4X6	GCAS 4X1 GCAS 4X2	GCAS 4X3 GCAS 4X4	GCAS 4X5G GCAS 4X6	GCAS 4X1 GCAS 4X2	GCAS 4X3 GCAS 4X4	GCAS 4X5G GCAS 4X6

Figure 5

Explanation:

1. Typical Interdiction mission.

0001 = target number
4x1 = 4 aircraft from squadron number "1"
4x2 = 4 aircraft from squadron number "2"
4x3 = 4 aircraft from squadron number "3"
(AA) = target package number

2. Typical GCAS mission.

GCAS = Ground Alert CAS (part of surge) (AH-1W)
4x4 = 4 aircraft from squadron number "4"
4x6 = 4 aircraft from squadron number "6"

3. Typical XCAS mission.

XCAS = Airborne Alert CAS
2x1 = 2

4. Typical R/W GCAS mission

GCAS = Ground Alert CAS
4x6 = 4

See Squadron Number Assignment Table, (Figure 4) on previous page.

Sample: Strike Flow Worksheet (1800-0559)

STRIKE AIR FLOW WORKSHEET ATO B D+ 2/3 / AUG

25/26

SDQN/ A/C TYPE/ MSN	TIME (LOCAL) 06	07	08	09	10	11
	12	13	14	15	16	17
	18	19	20	21	22	23
	00	01	02	03	04	05

	06	07	08	09	10	11
F/A-18D INT (PKG)	0001/0001 4X1 4X4 4X2 4X5 4X3		0002/0002 4X1 4X4 4X2 4X5 4X3	0025/0025 4X1 4X4 4X2 4X5 4X3	0335/0335 4X1 4X4 4X2 4X5 4X3	0436/0436 4X1 4X4 4X2 4X5 4X3	0112/0112 4X1 4X4 4X2 4X5 4X3	
F/A-18D GCAS								
F/A-18C INT (PKG)								
F/A-18C GCAS	GCAS 2X5 GCAS 2X6	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X5G GCAS 2X6	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X5 GCAS 2X6	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X5 GCAS 2X6	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4
AV-8B GCAS	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X5G GCAS 2X6	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X5G GCAS 2X6	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X5G GCAS 2X6	GCAS 2X1 GCAS 2X2	GCAS 2X3 GCAS 2X4	GCAS 2X5G GCAS 2X6
	GCAS 4X1 GCAS 4X2	GCAS 4X3 GCAS 4X4	GCAS 4X5G GCAS 4X6	GCAS 4X1 GCAS 4X2	GCAS 4X3 GCAS 4X4	GCAS 4X5G GCAS 4X6	GCAS 4X1 GCAS 4X2	GCAS 4X3 GCAS 4X4	GCAS 4X5G GCAS 4X6	GCAS 4X1 GCAS 4X2	GCAS 4X3 GCAS 4X4	GCAS 4X5G GCAS 4X6
AH-1W R/WCAS	GCAS 4X1 GCAS 4X2	GCAS 4X3 GCAS 4X4	GCAS 4X5G GCAS 4X6	GCAS 4X1 GCAS 4X2	GCAS 4X3 GCAS 4X4	GCAS 4X5G GCAS 4X6	GCAS 4X1 GCAS 4X2	GCAS 4X3 GCAS 4X4	GCAS 4X5G GCAS 4X6	GCAS 4X1 GCAS 4X2	GCAS 4X3 GCAS 4X4	GCAS 4X5G GCAS 4X6

Figure 6

APPENDIX A

CHAPTER IX

WEAPONEERING AND FORCE APPLICATION

I. For operations in the Joint Air Operations Center (JAOC), the Weaponeering Phase begins in earnest with the receipt of the SPITL and publication of the JFC's guidance and approval of the JFACC's short/long range guidance - Weaponeering and Force Application is conducted by the "Night Targeting Cell" in the JAOC.

II. The weaponeering and force application process in the TACC is conducted by the Weaponeering and Force Application Working Group. It is usually conducted in the evening, the day prior to release of the published. ATO - this is about 36 hour prior to ATO Execution.

A. The players conducting weaponeering and force application in the TACC are the same players that do the other mission planning and ATO production - the Strike Planners. They are assisted by the Target Intel Officer and are under the supervision of the Future Ops Officer.

B. This phase begins with the receipt of the Direct Support (DS) Target List (Marine Targets to be serviced by Marine Air) and the approved Battlefield operating system Synchronization Matrix and the Master Attack Plan (MAP).

C. The BSM is a planning tool that is combination attack guidance matrix and synchronization matrix. The MAP is the MEF Force Fires' scheme of "attack" for combined arms.

III. Process.

A. Weaponeering begins with the review of the MEF / JFC guidance and study of the MAP and BSM. They are key documents in determining attack criteria, measures of effectiveness and targeting strategy behind the DS target list.

B. Next the intelligence targeteers develop Desired Mean Point of Impact (DMPIs) for each target.

1. The DMPI becomes then the actual aim point on the target, which if addressed properly (with appropriate frequency and magnitude) will satisfy the attack criteria and desired effect on both target and enemy.

2. The intelligence targeteers utilize the Rapid Application of Air Power Module (RAAP), which is an application of TBMCS and, Joint Munitions Effectiveness Manuals (JMEM).

C. After DMPIs are constructed, weaponeering options are developed for each target, matching type of aircraft with bomb load. Standard Conventional Loads (SCL) are utilized to the greatest extent possible in order to provide guidance to maintenance and ordnance crews and to assist in mission planning. The use of SCLs also aide in the tracking of ordnance stockpiles which are loaded into the set-up planning data resident in TBMCS. Avoid designating "Best" ordnance as much as possible. *This is especially true during "wargaming" exercises as the Aviation Logistics Division (ALD) Ordnance folks will not be able to track expenditures.*

D. The next step is "Application"; the determination of required sorties necessary to reach the desired effects. Tactics must be considered in this step, matching aircraft and training capabilities against threat. "Packaging" of dissimilar aircraft (in order to maximize capabilities and attain mutual support) may also occur here.

E. Target Planning Worksheets are utilized to layout the plan. *(See example below).* Strike Flow Worksheets are also constructed to graphically portray the plan *(See Strike Flow Worksheet Class).*

F. At some point, the Weaponeering Working Group will draw a line on the DS target list as the number of sorties are used up. This is known as the "cut line" and determines what targets will be sourced by Marine DS aircraft during that ATO cycle. The remainder of the target list will then be forwarded to the JFACC for consideration by common source aircraft and/or may be addressed as "opportune" targets during "ATO Execution" by Current Operations.

Sample Target Planning Worksheet
ATO_____

MSN ID	MSN TYP	TGT #	MSN SCHED	UNIT	# A/C	TYPE A/C	PRI SCL	SEC SCL (optional)	AMPN	AAR TRACK	
	INT	00343	1830-1900	225	4	F/A18 D	883L1				
	"	"	"	242	"	"	4M203				

	"	00327	2100-2130	121	"	"	883L1				
	"	"	"	225	"	"	"				
	INT	00186	2230-2300	225	4	F/A18 D	GATOR				
	"	"	"	242	"	"	"				
	"	00327	0030-0100	121	"	"	"				
	"	"	"	225	"	"	"				

G. The result of the Weaponeering and Force Application Working Group is the Master Air Attack Plan (MAAP). This will bring the interdiction targeting process to a 90% solution. The interdiction plan cannot be finalized until the receipt of the Joint Single, Integrated, Prioritized Target List (SPITL). The SPITL usually is received following day, around 18 hours prior to ATO Execution.

CHAPTER X

MISSION PACKAGING

I. Mission packaging is the assignment of a number of aircraft to the same mission in order to gain synergism, mutual support, economy of force, mass and / or to enhance force protection. A "package" may take various forms. It may be comprised of a number same type/model series aircraft from one unit or a mix of units or; dissimilar aircraft of varying missions. Finally, a "package" may be same unit, same mission, applied together toward a desired effect.

II. Several factors determine the need to package aircraft for a particular mission; any one of which may necessitate the use of dissimilar type aircraft or similar assets from different units in support of a single mission.

A. Type target

B. Desired effect on target

C. Anti-air Threat

D. Enemy tactics

1. Type target; the combination of hardened targets, protected by anti-air, supported by infantry, may lend itself to precision bombing in combination with EW support

and conventional strike on mobile targets, hence varying aircraft loads, tactics or combination thereof. F/A-18 with laser guided munitions, EA-6B conducting EW, packaged with AV-8B with conventional munitions.

2. Desired effect on target/level of destruction criteria may require coordinated multi-ship mission consisting of either similar or dissimilar type aircraft.

3. Enemy anti-air capabilities/tactics may warrant the use of aircraft packaging in order to maximize mutual support and force protection. F/A-18 harm shooters with AV-8B night targeting system, combined with EA-6B EW suite.

III. The governing factor in whether to "package" a mission depends on all the factors listed, but most importantly it should make sense. There are some missions that do not lend themselves to mission packaging. For example, an EA-6B on a EW reconnaissance mission, may not need nor desire an escort depending on the tactical situation. Each mission must be evaluated on its tactical merit, intended purpose and the desired effect.

IV. Once the above listed factors have been, analyzed and determined, the use of a Target Planning Worksheet - in combination with a Force Packaging Worksheet *(see figure 7)* will bring together all of the elements for "packaging" the mission.

TARGET PLANNING WORKSHEET				
BE #: B0444-0812		TARGET NAME: RAMSHIR AFLD SAM SITE		
REQ #: 14C807		MSN TYP: OCA	TGT ID#: 055	LAT/LONG: 3050N04933E
WEAPONEERING	AIRCRAFT	ORDNANCE/SCL	MENS COORDS/AIMPOINT/REMARKS	
	4XF/A-18C			
	4XF/A-18D			
	8XAV-8B			
	2XEA-6B			

	AWACCS W C E	TARGET THREAT(S)
	E-2C W C E	
	ABCCC W E	
	JSTARS Y N	
	REFUEL PRESTRIKE Y / N POSTSTRIKE Y / N	

	MISSION	AIRCRAFT	SCL	UNIT	MC	PACKAGE ID	REMARKS
FORCE PACKAGING	TARGET	4X F/A-18 C		1		AA	
		8XAV-8B		1		AA	
	FP ROCE	4X F/A-18 D		4		AA	
	EW ELECTRONIC	2X EA-6B		1		AA	

Figure 7

APPENDIX A

CHAPTER XI

AIRSPACE GEOMETRY

I. Airspace Geometry. Determined by a host of factors, airspace geometry will vary from theater to theater, AOR to AOR. Additionally, each service has specific considerations for planning and operation in the designated theater "airspace." The governing party for airspace use is the Airspace Control Authority (ACA). The ACA, designated by the JFC, is the adjudicating body for all airspace matters. This lesson plan will not attempt to teach all of the various airspace measures, but will introduce the major players and supporting documents necessary to give the reader a working knowledge of the players, documents and publications relating to *combat airspace.*

II. Airspace Control Authority. Subject to the authority and approval of the JFC, the ACA develops broad policies and procedures for airspace control and for the coordination required among units operating within the AOR/Joint Area of Operations (JOA). The ACA establishes an airspace control system that is responsive to the needs of the JFC, provides for integration of the airspace control system with that of the host nation, and coordinates and deconflicts user requirements.

III. Airspace Control. The goals of airspace control are to maximize combat effectiveness; minimize friendly fire losses: fratricide and; safe and expeditious movement of air traffic. While the designated ACA has airspace control "authority, the JFC has overall "responsibility." *Often times the designate JFACC will also be designated the ACA.* This is done to maximize awareness and centralize control of airspace measures.

IV. Area Air Defense Commander (AADC). The AADC coordinates and integrates all air defense efforts within the AOR, including response to air breathing, cruise, and theater ballistic missile threats. He will establish broad policies and procedures for the coordination and employment of air defense. Working with the air defense units in the JTF, he will assign areas of responsibility, determine air defense rules of engagement, weapons alert status, etc. *Normally, the JFACC is designated both AADC and ACA.* However, if the AADC is Navy, he will exercise authority from a command and control ship; if a Marine, from the Sector Air Defense Coordinator (SADC) facility or the TACC; if Army through the Theater Air Defense Commander Headquarters; and if Air Force, through the Air Operations

Center (AOC).

A. The AADC will have operational control (OPCON) of "theater" air defense resources from all component forces. *Note: The Marine Air Ground Task Force (MAGTF) commander will retain OPCON of organic air assets.*

B. The key air defense document is the Air Defense Plan (ADP). The ADP - used to coordinate and integrate all air defense assets; designates air defense regions/sectors; assign AORs for ground, ship and airborne radars; designate combat air control points and air refueling anchors; promulgate air defense rules of engagement (ROE); establish weapons engagement zones (WEZ) and finally; issue weapons control status (WCS) and air defense warning (ADW).

V. Airspace Control Plan (ACP). Developed and produced by the ACA, the ACP is keenly tied to the ADP. Both are coordinated with the other joint operations plans to allow for operations across the spectrum; from fully operational capabilities to degraded command and control. Along with the ADP, the ACP is coordinated with the host nation(s) in whose airspace operations will take place. The ACP must support the transition from peacetime operations to war

A. The ACP will include fire support coordination measures (FSCM) and all Service and functional component-unique airspace control measures and terms.

B. The ACP should provide procedures to the integrate military air traffic control (ATC) resources and terminal-area airspace control.

VI. Airspace Control Order (ACO). The ACP is promulgated through the ACO. The ACO is published on a cyclic basis; e.g. several times a day in NATO and daily in Korea. It may be part of the ATO or ITO (in Korea) or; it may be a stand-alone document. The ATO can also be a perpetual document with published on-going updates; it depends on the theater. *The ACP along with the ACO are two critical airspace documents in a theater.*

A. The ACO lists but is not limited to airspace control measures (ACMs). There are five agreed upon "procedural methods of control" in Joint use:

1. High Density Control Zone (HIDACZ) - requires ACA approval; a defined volume of airspace; airspace users are controlled; maneuver commander controls ADA weapons status; characterized by extensive use of a variety of weapons.

2. Coordinating Altitude (CA) - determined by ACA; separates fixed-wing and rotary wing aircraft; normally extends from the Corps rear boundary to the forward line of troops (FLOT); may have step down altitudes.

3. Restricted Operations Zone (ROZ) - requires ACA approval; defined volume of airspace; requires airspace users to be controlled; restricts aircraft use. *Generally employed for a specific operation (air drop, ATACMS launch and target areas, FAARP, FOB).*

4. Minimum Risk Routes (MRR) - recommended by ground force commander (considers ground tactical plan); approved by ACA; provides minimum risk to friendly aircraft from friendly forces; dimensions vary (route/corridor); changes frequently; may extend below the coordinating altitude; avoids high use airspace; mainly used for friendly fixed wing, fast movers on cross FLOT missions. *Similar to airspace coordination area (ACA).*

5. Standard Use Army Aircraft Flight Route (SAAFR) - established below the coordinating altitude; facilitates movement of Army rotary-wing aircraft; extends from Corps rear through Brigade rear areas; does not require ACA approval. *Primarily used by combat service support aircraft.*

VII. Doctrinal Publications. The Joint publication for airspace is the Multi-service Procedures for Integrated Combat Airspace Command and Control (ICAC2) Used to facilitate multi-service coordination, integration and regulation of combat airspace, the ICAC2 is applicable during all joint exercises, contingencies and other operations.

A. USMC

1. FMFM 5-41, Close Air Support and Close in Fire Support

2. FMFM 5-50, Anti-Air Warfare

3. FMFM 6-18, Techniques and Procedures for Fire Support

Coordination

4. FMFM 3-30, Communications

5. FMFM 5-60, Control of Aircraft and Missiles

B. Navy

1. NWP 22-2, Supporting Arms in Amphibious Operations

2. NWP -32 (SECRET), Anti-Air Warfare

3. NWP 22, Doctrine for Amphibious Operations

C. Army

1. FM 100-5, Operations

2. FM 100-15, Corps Operations

3. FM 71-100, Division Operations

D. Air Force

1. AFM 2-12, Airspace Control in the Combat Zone

2. ACCI 13, Air Operations Center Volume III

3. AFI 13-203, Air Traffic Control

4. ACCR 55-44, Theater Air Control System Modular Control System

5. AMCR 55-48, Airspace Management

Chapter XII

FIRE SUPPORT COORDINATION MEASURES

I. Fire Support Coordination Measures (FSCM) include both formal and informal measures. A complete understanding of the Joint, Theater and USMC FSCMs is mandatory for safe, effective air combat planning and operation.

A. Formal coordination measures are established by the JFC and will usually be published for the respective theater; e.g. the Deep Operations Primer, Korea (DOP,K) establishes FSCMs within the ROK for operating forces.

B. FSCM are used for coordination and /or to place limitations or restrictions on the operating force. Coordination is accomplished through the use of boundaries and restrictive or permissive measures.

1. Boundary - a line by which AORs between adjacent units and / or formations are defined.

2. Permissive measures include: coordinated fire line (CFL), fire support coordination line (FSCL), and free fire area (FFA).

a. CFL - a line beyond which conventional or improved conventional indirect fire means, such as mortars, field artillery, and naval gunfire, may fire at any time within the zone of the establishing headquarters without additional coordination.

b. FSCL - It is used to coordinate fires of air, ground, or sea weapons systems, using any type of ammunition against surface targets. The FSCL should follow well defined terrain features. The establishment of the FSCL must be coordinated with the appropriate air commander and other supporting elements. Supporting elements may attack targets forward of the FSCL, provided the attack will not produce adverse effects on or behind the line. Attacks against surface targets behind this line must be coordinated with the appropriate ground force commander.

c. FFA - An FFA is a designated area in which any weapon system can fire conventional or improved munitions without additional coordination. An FFA is normally

established on identifiable terrain.

3. Restrictive fire measures include: no fire area (NFA), restrictive fire area (RFA), restrictive fire line (RFL), and airspace coordination area (ACA).

a. NFA -is an area in which fires or the effects of fires are not allowed without prior clearance from the establishing headquarters, except if the commander's force must defend against an engaging enemy force within the NFA.

b. RFA - is an area into which specific restrictions are imposed and into which fires that exceed those restrictions are prohibited without prior coordination from the establishing headquarters.

c. RFL - is a line established between converging forces that prohibits fires or the effects of fires across the line without coordination from the establishing headquarters.

d. ACA - is a three-dimensional block of airspace in which friendly aircraft are reasonably safe from friendly surface fires.

C. Informal coordination. Informal fire support coordination consists of procedures to deconflict aircraft from other fire support assets, primarily artillery. The terminal air controller (FAC, ALO) establishes informal measures in response to the fire support coordination plan and implements them for a short period of time to permit CAS operations. Examples are:

1. Heading offset specifies lateral offset from IP to target run-in line to deconflict fighters from other aircraft (or enemy threat).

2. Heading direct is a direct heading from IP to target to ensure deconfliction from other aircraft and safety from other supporting arms. The term "heading direct" denotes the heading is a restriction.

3. Informal airspace coordination area, is similar to the ACA, except it is established for a brief period of time to facilitate, deconfliction with supporting arms, maneuver

and separation of aircraft (frequently used by attack helicopters).

4. Minimum or maximum ordinate describes the maximum ordinate of supporting fires. The maximum ordinate will be used to fly above low-angle artillery, and the minimum ordinate will be used to fly under high-angle artillery.

5. Target-to-gun line. Terminal controller provides attack aircraft with both the artillery impact area and the target to gun line to avoid.

6. Gun-to-target line. Terminal air controller provides the attack aircraft with the artillery location and the gun-to-target line to avoid.

7. Shift/Check Fire. Terminal controller works with the fire support coordinator to shift supporting fires for a short period of time to another area so that CAS operations can be reasonably safe from friendly fires. Supporting fires may also be checked to allow cyclic operations between artillery and CAS assets.

II. The publication, Multi-service Procedures for the Theater Air-Ground System (TAGS), and the ICAC2 detail joint FSCMs. *An understanding of both and applicable theater guidance is a must.*

CHAPTER XIII

RECOMMENDED PUBLICATIONS/DOCUMENTS TO SUPPORT THE ATO DEVELOPMENT PROCESS:

I. Assault Support Manual (ASH)/ Tactical Manual (TACMAN) per each Marine Corps A/C (Class/Unclass).

II. Pocket Tactical Guides for each Marine Corps Type, Model Series Aircraft.

III. Air Ground Operations Standing Operating Procedures (AGOSOP).

IV. Joint Pub 3-56.1 - Command and Control for Joint Operations.

V. Multi-service Procedures for Integrated Combat Airspace Command and Control (ICAC2).

VI. Multi-service Procedures for the Theater Air-Ground System (TAGS).

VII. JOASC Glossary of Terms and Acronyms.

VIII. MCWP 3-23.1, Close Air Support

IX. MCWP 3-22, Anti-Air Warfare

X. MCWP 3-16, Techniques and Procedures for Fire Support Coordination

XI. MCWP 6-22, Communications & Information Systems

XII. MCWP 3-25, Control of Aircraft and Missiles

XIII. MCWP 3-21, General Aviation Support Series

XIV. MCWP 3-23, Offensive Air Support

XV. MCWP 3-24, Assault Support

XVI. MCWP 3-22.2 SEAD

XVII. MCWP 3-23.2 Direct Air Support

APPENDIX A

CHAPTER XIV

ATO MESSAGES

I. Air Allocation Request (ALLOREQ)

A. Provides the Joint Force Commander (JFC) with an estimate of the total air effort.

B. Used to identify any excess and joint force general support aircraft sorties and to identify unfilled air requirements.

C. Provides "Contributed" sorties to ACC Air Plan. Only fixed wing aircraft on ALLOREQ (helos not included).

D. List by Type AC/number sorties total and "by mission". Indicate DIRECT and CONTRIBUTED. Sorties are calculated at sustained rate.

E. Example ALLOREQ

UNCLASSIFIED

```
OR DTG
FM  CG SECOND MAW//G3//
TO ____//___//
INFO _____________________//
BT
CLASSIFICATION//NXXXX//
EXER/EXERCISE/OPERATION NAME//
MSGID/GENADMIN/ALLOREQ/2D MAW//
RMKS/EXERCISE EXERCISE EXERCISE EXERCISE EXERCISE EXERCISE
PERIOD/XXXXXXZ/XXXXXXZ/
8ALLOCAT
ACTYP  /SA /DCA /OCA /INT/ BAI /CAS /REC /EW /SAR /OTH /CMNT
/NOTE
FA18A                                                    110
DIRECT
FA18C    220                        124          80
16     DIRECT     1
FA18D    100                         84
16     DIRECT     2
EA6B       10
10
KC130      38
38    DIRECT     3
AV8B     160                                        160
```

DIRECT
NOTE 1. 16 KILL BOX ESC.
NOTE 2. 16 KILL BOX MANAGEMENT.
NOTE 3. AVAILABLE FOR REFUELING.
BT
#0001
NNNN

F. ALLOREQ Message Key.

8ALLOCAT: Offers Sortie Numbers

UNIT: Unit

TYPE: JFACC sorties (Contributed) or Direct Support (DS) sorties

SA: Sorties Available

General Mission Type: DCA, OCA, INT, CAS, REC, EW, SAR
General Mission Type: DCA, OCA, INT, CAS, REC, EW, SAR

OTH: Other

G. ALLOREQ Key (with restrictions).

8JNTEX: Gives restrictions on use of JFACC listed sorties
MSNTYP: General mission Category pertaining to restrictions
ACTY: Aircraft type pertaining to restrictions.

SA: Sorties Available

FROM/TO: Time the sorties are available

CMNT: Comments

II. AIRSUPREQ

A. Used to request preplanned and immediate close air support, interdiction, reconnaissance, surveillance, escort, helicopter airlift and other aircraft missions.

B. If requesting maritime air support, only one request is allowed per message.

C. DD Form 1972 Joint Tactical Strike Request will be used as a voice message back-up for preplanned and immediate tactical air requests.

D. Example AIRSUPREQ

```
RTTSKZZZ RUHBANB0001 23717000 UUUU--RUHBAND.
ZNY UUUUU
R XXXXXXZ XXX 00  ZYB
FM CG SECOND MAW//G3//
TO XXXX//XXX//
INFO _____//
BT
CLASSIFICATION//NXXXX//
EXER/ EXERCISE/OPERATIONS NAME//
MSGID/GENADMIN/AIRSUPREQ/2D MAW//
RMKS/EXERCISE  EXERCISE  EXERCISE  EXERCISE EXERCISE  EXERCISE
PERIOD/XXXXXXZ/XXXXXXZ//
/8REQUEST
/REQNO/PRI/MSNTYP/MSTART/MSTOP/R/WPNTYP/SR/ACTYP/ALR/NOTE//
1AE009/1/CAS/272200/280300/N/BEST/BEST/-/1/AC130/-1,2,3//
NOTE.  1. REQ CAS SUPPORT FOR REAR AREA OPS ISO III MEF RAOC.
2.  REQ USE AIRSPACE DEFINED BY FOLLOWING POINTS (READ IN FOUR
COL):
PT1. 39 18 24N  PT2. 39 14 31N  PT3.  39 03 14N  PT4. 39 58  43N
     127 25 21E       127 17 48E       127 22 55E       127 55 06E
3.  POC: _____//
BT
#0001
NNN
```

E. AIRSUPREQ MESSAGE KEY

/REQNO	Request number (see AGOSOP for Korea)
PRI	Priority
MSNTYP	Mission Type
MSTART	Mission start time (DTG)
MSTOP	Mission stop time (DTG)
R	Result - S/N/D (suppress, nuetralize, destroy)

WPNTYP	Weapon type
SR	Number of sorties
ACTYP	Aircraft Type
ALR	Alert Status: "-" no alert, 5M/30M etc.
CMT	Comments (include target info here)

III. DIRECT SUPPORT PLAN (DSP)

A. The Goldwalter Nichols Act of 1986 reorganized Joint Operations, shortened / clarified command lines, corrected command and control problems and provided for autonomy by Component Commanders regarding the use of direct support aviation assets in support of own operations.

B. The DSP is a product of that legislation and is the vehicle by which the Marine Component Commander articulates his intended use of his direct support aviation. There is much debate on the issue and use of the DSP. The Joint Pub 3-56.1 refers to it, but falls short of mentioning it with regard to Goldwater-Nichols. One must read between the lines and extract pertinent data, critical to the argument.

1. The DSP is designed to enable Marine Commanders to exploit he versatility and responsiveness of organic aviation. *"The JFC should strive to avoid reducing the versatility, responsiveness and initiative of subordinate forces, as in the policy for C2 of USMC TACAIR during sustained operations ashore." - JP 3-56.1 pg I-2*

2. The DSP fully supports the CINC's authority to reassign, redirect or reallocate direct support sorties to higher priority missions. " *Only the JFC (CINC) has the authority to reassign, redirect or reallocate a component's direct support air capabilities / forces." - JP 3-56.1, pg vi*

3. It is the Marine Component Commander's intent to use its organic aviation in direct support of its mission in it's area of operations. " *Component Direct Support air capabilities / forces are those air capabilities / forces organic to a component that are used by the component to accomplish its assigned mission." - JP 3-56.1, pg II-I, para 1b.*

C. SAMPLE DIRECT SUPPORT PLAN (DSP)

UNCLASSIFIED

P070500Z.JAN 96 ZYB
FM MARFORJ//G6//
TO RUALSFJ/COMUSJAPAN YOKOTA AB JA//G3//
INFO RUHBABA/CG III MEF//G3//G6//
RUHBABA/CG THIRD MARDIV//G3//
RUHBANB/CG THIRD MAW//G3//
RUHBBEA/CG THIRD FSSG//G3//
RUAHYAF/SAF YOKOTA AB JA
RUHPHMS/COMMARFORPAC//G3/
BT
UNCLAS //NO3000//
MSGID/GENADMIN//
SUBJ/AVIATION DIRECT SUPPORT PLAN FOR KEEN EDGE 96//
REF/A/JOINT PUB 3-52//
REF/B/JOINT PUB 3-56.1//
REF/C/5TH AIR FORCE JOINT AIR OPERATIONS CENTER CONCEPT OF OPERATIONS//
REF/D/5TH AIR FORCE FIRE SUPPORT COORDINATION LINE PROCEDURES.COMUSJAPAN//
POC/T. A. BAILEY/LTCOL/III MEF G3 PLANS O/DSN 622-7887//
RMKS/1. IN ORDER TO MAINTAIN THE VERSATILITY, RESPONSIVENESS, AND INITIATIVE ORGANIC AVIATION PROVIDES COMMARFORJ AND TO FULLY SUPPORT THE CAMPAIN PLAN FOR KEEN EDGE 96, THE FOLLOWING DIRECT SUPPORT PLAN (DSP) IS PROVIDED IAW REF (A), (B), (C), AND (D).
2. GENERAL. COMMARFORJ INTENDS TO RETAIN CONTROL OF ITS AVIATION CAPABILITY/FORCES THROUGHOUT KEEN EDGE 96.
3. SPECIFIC.
A. PRIOR TO ASSIGNMENT OF GROUND COMBAT RESPONSIBILITIES, COMMARFORJ, REQUIRES NO DIRECT SUPPORT SORTIES. ALL AVAILABLE SORTIES WILL BE OFFERED TO THE JFACC FOR TASKING IN SUPPORT OF THE JTF CAMPAIN PLAN.
B. UPON ASSIGNMENT OF GROUND COMBAT RESPONSIBILITIES, IT IS COMMARFORJ'S INTENT, AS AN AIR CAPABLE COMPONENT, TO USE ITS ORGANIC AVIATION IN DIRECT SUPPORT OF ITS MISSION IN ITS ASSIGNED AREA OF OPERATIONS (AO). COMMARFORJ WILL SUPPORT THE GROUND COMBAT ELEMENT OF III MEF BY RETAINING CONTROL OF ITS ORGANIC DIRECT SUPPORT AVIATION CAPABILITIES/FORCES TO ACCOMPLISH ITS MISSION. TO FURTHER FACILITATE MISSION EXECUTION COMMARFORJ WILL: NOMINATE TARGETS TO THE JFACC COMBAT PLANS TARGETING CELL FOR INCLUSION ON THE JIPTL. TARGETS THAT FALL BETWEEN THE FSCL AND THE FORWARD BOUNDRY IN COMMARFORJ'S AO AND THAT WILL BE SCHEDULED FOR DELIBERATE ATTACK BY AIR

CAPABILITIES, FORCES WILL BE PRIORITIZED BY COMMARFORJ IAW REF(A). THOSE TARGETS WILL BE DEDICATED ON A DIRECT SUPPORT TARGET LIST AND FORWARDED TO THE COMBAT PLANS TARGETING CELL FOR THE PURPOSE OF DECONFLICATION AND COORDINATION. TARGETS OF INTEREST TO COMMARFORJ THAT ARE BEYOND THE STRIKE CAPABILITY OR CAPACITY OF ITS ORGANIC AVIATION WILL BE SUBMITTED ON A SEPARATE LIST TO COMPETE FOR JFC PRIORITIZATION AND JFACC SOURCING IAW REF(B). SUCH TARGET NOMINATIONS MAY FALL WITHIN OR BEYOND COMMARFORJ'S AO.

3. PROVIDE THE JFACC WITH TBMCS DATA TO FACILITATE INTEGRATION OF COMMARFORJ DIRECT SUPPORT SORTIES INTO THE ATO.

4. AGGRESSIVELY USE ITS AIR CAPABILITIES/FORCES TO ADDRESS THE IMMEDIATE THREAT IN THE CLOSE BATTLE BETWEEN THE FLOT AND THE FSCL BY TIMELY USE OF ORGANIC CAS.

5. EMPLOY ITS ORGANIC AVIATION ASSETS IN THE DEEP BATTLE BETWEEN THE FSCL AND THE FOWARD LIMITS OF ITS AO TO EXPLOIT THEIR CAPABILITY TO IDENTIFY AND INTERDICT EMERGING TARGETS BY USE OF TAC(A)/FAC(A) AIRCRAFT AND KILL BOXES. COMMARFORJ WILL INFORM THE JFACC IN SUFFICIENT TIME TO ALLOW NECESSARY COORDINATION TO AVOID FRATRICIDE IAW REF(C).

6. PROVIDE SORTIES IN EXCESS OF MAGTF DIRECT SUPPORT REQUIREMENTS TO JFACC FOR USE IN EXECUTING JOINT AND BILATERAL OPERATIONS.

7. SINCE AIR CAPABLE ASSETS USED BY COMMARFORJ IN SUPPORT OF ITSELF ARE NOT CONSIDERED JOINT SORTIES, IT IS EXPECTED THOSE SORTIES SHOULD NOT INFLUENCE THE JFC APPORTIONMENT DECISION. THIS WILL ASSURE THE JFACC ALLOCATED SORTIES ARE BASED IN THE DEFINED REQUIREMENT OF UNITS REQUESTING AIR SUPPORT AND THE OVERALL JFC CAMPAIN PLAN.

8. COMMARFORJ RECOGNIZES ITS OBLIGATION TO PROVIDE COMUSJAPAN LONG RANGE INTERDICATION, LONG RANGE RECONNAISSANCE, AND DEFENSIVE COUNTER-AIR SORTIES. ADDITIONALLY, COMMARFORJ UNDERSTANDS THE JFC'S PREROGATIVE TO REASSIGN, REDIRECT OR REALLOCATE DIRECT SUPPORT SORTIES TO HIGHER PRIORITY MISSIONS.

9. COMMARFORJ HAS EVALUATED ITS NEED TO RETAIN SUFFICIENT ORGANIC AIR CAPABILITIES/FORCES TO ACCOMPLISH ITS MISSION. THIS DSP SATISFIES THE NEED TO ASSURE COMMARFORJ CAN ACCOMPLISH IT'S MISSION AS ASSIGNED BY COMUSJAPAN WHILE FULLY COMPLYING WITH THE SPIRIT AND INTENT OF REFS (A), (B), AND (C).

10. COMMARFORJ WILL MAKE RECOMMENDATIONS FOR THE MARINE AO TO THE JFACC/AADC. THE ESTABLISHMENT OF A MARINE AO WILL REQ ALL AVAITION ASSETS ENTERING THE MARINE AO TO CONTACT THE MARINE AIR COMMAND AND CONTROL SYSTEM FOR DECONFLICTION AND COORDINATION PRIOR TO ENTRY. COMMARFORJ IAW REF(A), WILL INCLUDE SUCH AIRSPACE CONTROL ROUTES AS REQ, IOT PREVENT FRATRICIDE AND INTEGRATE THE OVERALL IADS. COMMARFORJ WILL PROVIDE ALL REQ

(ACM'S) FOR THE ASSIGNED MARINE AO TO JFACC COMBAT PLANS AIRSPACE C2 CELL, VIA TBMCS PRIOR TO STARTEX. AFTER STARTEX COMMENCES, COMMARFORJ WILL PROVIDE ACM'S TO EITHER JFACC COMBAT PLANS OR OPS, VIA TBMCS AS APPROPRIATE.//
BT.
#7281
NNNN

XTACC Battlestaff

COPS Division

Current Operations

WING #	BtlStaff #	Billet	Rank	Name		MOS	Billet MOS	Pers Source	Notes
		CURRENT OPERATIONS							
	COP-001	Current Ops Officer	LtCol		xx	7202	7202	MTACS	3
	COP-002	Asst Current Ops Officer	Maj		xx	7202	7202	MTACS	1,2
		Sub Total			2	2	2		
		CURR OPS WATCH SEC							
	COP-003	Senior Watch Officer	LtCol		xx	7565	75xx	2d MAW	
	COP-004	Senior Watch Officer	LtCol		xx	7557	75xx	2d MAW	
	COP-005	Senior Air Coordinator	Maj		xx	7202	7202	MTACS	4
	COP-006	Senior Air Coordinator	Capt		xx	7208	7202	MTACS	3
	COP-007	Crew Chief	SSgt		xx	7236	7236	MTACS	3
	COP-008	Crew Chief	SSgt		xx	7242	7242	MTACS	4
		Sub Total			6	6	6		
		CLOSE BATTLE CELL							
	COP-009	Close Battle Coordinator	Capt		xx	7208	7208	MTACS	3
	COP-010	Close Battle Coordinator	1stLt		xx	7208	7208	MTACS	3
	COP-011	R/W Tasker	Capt		xx	7562	75xx	MAG	Capt Lindstrum
	COP-012	R/W Tasker	Capt		xx	7566	75xx	MAG	Capt Unger
	COP-013	Close Battle Recorder	LCpl		xx	7242	7242	MTACS	3,A
	COP-014	Close Battle Recorder	LCpl		xx	7242	7242	MTACS	3,A
	COP-015	Close Battle Plotter	Cpl		xx	7242	7242	MTACS	4,A
	COP-016	Close Battle Plotter	LCpl		xx	7242	7242	MTACS	4,A
		Sub Total			8	8	8		
		AIR DEFENSE CELL							
	COP-017	Air Defense Coordinator	Capt		xx	7210	7210	MTACS	
	COP-018	Air Defense Coordinator	1stLt		xx	7210	7210	MTACS	
	COP-019	F/W Tasker	Capt		xx	7523	75xx	MAG	
	COP-020	F/W Tasker	Capt		xx	7588	75xx	MAG	Capt Schiro
	COP-021	Air Defense Recorder	Cpl		xx	7234	7234	MTACS	3,A
	COP-022	Air Defense Recorder	Cpl		xx	7234	7234	MTACS	4,A
	COP-023	Air Defense Plotter	Cpl		xx	7234	7234	MTACS	3
	COP-024	Air Defense Plotter	PF		xx	7234	7234	MTACS	3
		Sub Total			8	8	8		
		INTEL WATCH SECTION							
	COP-025	Intel Watch Officer	Capt		xx	0202	0202	MACG 28,S-2	3
	COP-026	Intel Watch Chief	GySgt		xx	0231	0231	MACG 28,S-2	4
	COP-027	Intel Analyst	Sgt		xx	0231	0231	MACG 28,S-2	3,A
	COP-028	Intel Analyst	Cpl		xx	0231	0231	MACG 28,S-2	4
		Sub Total			4	4	4		
		GROUND WATCH SECTION							
	COP-029	Ground Watch Officer	1stLt		xx	03xx	03xx	MEF	
	COP-030	Ground Watch Officer	Capt		xx	03xx	03xx	MEF	
	COP-031	Ground Watch Recorder	Cpl		xx	03xx	03xx	MEF	
	COP-032	Ground Watch Recorder	Cpl		xx	03xx	03xx	MEF	
		Sub Total			4	4	4		
		INTERFACE CONTROL							
	COP-033	Interface Control Officer	GySgt		xx	7236	7210	MTACS	3
	COP-034	Interface Control Officer	SSgt		xx	7236	7210	MTACS	4
	COP-035	Track Data Coordinator	Cpl		xx	7234	7236	MTACS	3
	COP-036	Track Data Coordinator	Cpl		xx	7234	7234	MTACS	4,A
		Sub Total			4	4	4		
		TACC MAINT SECTION							
	COP-037	C2 Watch Officer	CWO2		xx	5970	5970	MTACS	2
	COP-038	CETS Rep	Mr		xx	Civ	Civ	SAIC	
	COP-039	GD Contractor	Mr		xx	Civ	Civ	GD	
	COP-040	Maint Chief	GySgt		xx	5974	5974	MTACS	2
	COP-041	AvRad Tech	SSgt		xx	5939	5939	MTACS	3
	COP-042	AvRad Repair	LCpl		xx	2841	5937	MTACS	2,B
	COP-043	AvRad Repair	LCpl		xx	5937	5937	MTACS	2,B
	COP-044	AvRad Repair	LCpl		xx	5937	5937	MTACS	3,A
	COP-045	Ground Radio Repair	Sgt		xx	2841	2841	MTACS	3,B
	COP-046	TACC Tech	Sgt		xx	5974	5974	MTACS	3,A
	COP-047	TACC Repair	Sgt		xx	5962	5962	MTACS	3
	COP-048	TACC Repair	Cpl		xx	5962	5962	MTACS	3
	COP-049	TACC Repair	LCpl		xx	5962	5962	MTACS	3
	COP-050	TACC Repair	LCpl		xx	5962	5962	MTACS	3,A

		Sub Total			14	14	14		
		RADIO CENTRAL							
	COP-051	C2 Watch Chief	Sgt-SSgt		xx	25xx	25xx	MWCS 28	
	COP-052	C2 Watch Chief	Sgt-SSgt		xx	25xx	25xx	MWCS 28	
	COP-053	Radio Operator	Any		xx	2531	2531	MWCS 28	
	COP-054	Radio Operator	Any		xx	2531	2531	MWCS 28	
	COP-055	Field Wireman	Any		xx	2512	2512	MWCS 28	
	COP-056	Field Wireman	Any		xx	2512	2512	MWCS 28	
	COP-057	Small Systems Spcl	Any		xx	4066	4066	MWCS 28	
	COP-058	Small Systems Spcl	Any		xx	4066	4066	MWCS 28	
		Sub Total			8	8	8		
		ACE WATCH SECTION							
	COP-059	Logistics Officer	1stLt		xx	0402	0402	MTACS	3
		Sub Total			1	1	1		

Support Personnel

WING #	BtlStaff #	Billet	Rank	Name		MOS	Billet MOS	Pers Source	Notes
	COP-060	Sgt Maj	Sgt Maj		xx	9999	9999		4
	COP-061	Admin Clerk	LCpl		xx	0151	0151		3,A
	COP-062	NBC Specialist	Sgt		xx	5711	5711		3,A
	COP-063	Logistics Chief	Sgt		xx	0431	0431		2
	COP-064	Utilities Chief	GySgt		xx	1142	1169		2
	COP-065	Electrical Repair	Sgt		xx	1142	1142		3
	COP-066	Electrical Repair	Cpl		xx	1142	1142		3
	COP-067	Electrician	Cpl		xx	1141	1141		3,B
	COP-068	Electrician	Cpl		xx	1142	1141		3
	COP-069	A/C Mech	Cpl		xx	1161	1161		3,A
	COP-070	Engineer Equip Repair	Cpl		xx	1341	1341		3
	COP-071	Auto Mech	Cpl		xx	3521	3521		2,B
	COP-072	Supply Admin Clerk	Sgt		xx	3043	3043		3,A
	COP-073	Corpsman	HM3-HM1		xx	xxxx	xxxx		C
		Sub Total			14	14	14		
		Current Ops Total			73	73	73		

FOPS Division

WING #	BtlStaff #	Billet	Rank	Name		MOS	Billet MOS	Pers Source	Notes
		FOPS Division Leadership							
	FOP-001	FOPS Director	LtCol		xx	7588	75xx	G-7	4
		Sub Total			1	1	1		

Future Plans

WING #	BtlStaff #	Billet	Rank	Name		MOS	Billet MOS	Pers Source	Notes
	FOP-002	Future Plans Officer	LtCol		xx	7588	72/75xx	G-3	4
	FOP-003	Senior Planner	LtCol		xx	7210	72/75xx	G-7	4
	FOP-004	Strike Support Planner	Maj		xx	7588	9966	G-3	
	FOP-005	Assault Support Planner	Maj		xx	7562	9966	G-3	3
	FOP-006	MACCS Planner	Maj		xx	7202	7202	MACG 28	
	FOP-007	MACCS Planner	Maj		xx	7202	7202	G-3	
	FOP-008	Senior MAGTF Planner	Maj		xx	0302	9966	G-3	
	FOP-009	MAGTF Planner	SSgt		xx	0511	0511	G-3	
	FOP-010	MAGTF Planner	Sgt		xx	0511	0511	G-3	
	FOP-011	Intel Planner	Maj		xx	0202	0202	G-2	
	FOP-012	Logistics Planner	Maj		xx	0402	04xx	G-4	
	FOP-013	EAF Planner	CWO		xx	7002	xxxx	G-4	
	FOP-014	Comm/Info Planner	Maj		xx	0602	06xx	G-6	
	FOP-015	MACCS Comm/Info Officer	Maj		xx	5902	06xx	MACG 28	
	FOP-016	NBC Officer	CWO		xx	5702	xxxx	G-3	
	FOP-017	Future Planner	Maj		xx	7563	9966	G-7	3
	FOP-018	JOPES Officer	Maj		xx	9966	9966	G-3	3
	FOP-019	GCCS Operator	Sgt		xx	7041	7041	G-3	
		Sub Total			18	18	18		
		Future Plans Total			18	18	18		

Future Operations

WING #	BtlStaff #	Billet	Rank	Name		MOS	Billet MOS	Pers Source	Notes
		FUTURE OPERATIONS							
	FOP-020	Future Ops Officer	LtCol		xx	7557	75xx	G-7	4
	FOP-021	Future Ops Chief	SSgt-MSgt		xx	7041	7041	G-7	4

	FOP-022	Ops Clerk	Sgt		xx	7041	7041	G-7	4
	FOP-21A	Photographer	Cpl		xx		Pri	TASVC	5,6
	FOP-21B	Videographer	LCpl		xx		Pri	TASVC	5,6
	FOP-21C	Videographer	LCpl		xx		Alt	TASVC	5,6
	FOP-21D	Photographer	LCpl		xx		Alt	TASVC	5,6
		Sub Total			3	3	3		
		GROUND WATCH SECTION							
	FOP-023	Ground Watch Officer	Capt(Sel)		xx	0802/0302	0802/0302	MAGTF GCE	4
		Sub Total			1	1	1		
		ATO DEVELOPMENT SECT							
	FOP-024	ATO Development Officer	LtCol		xx	7562	9969	2d MAW	
		Sub Total			1	1	1		
		ATO PLANNING SECTION							
	FOP-025	ATO Officer	Maj		xx	7509	9966	G-3	3
	FOP-026	Strike Planner	Capt		xx	7523	7523	MAG	3
	FOP-027	ATCO	Capt		xx	7557	7557	G-3	3
	FOP-028	Assault Support Planner	Maj		xx	7562	7562/66	G-3	3
	FOP-029	Airspace/Cont Measure Plnr	Capt-SSgt		xx	72xx	7202	MACG 28	3
	FOP-030	Airspace/Cont Measure Plnr	Sgt-Cpl		xx	72xx	72xx	MACG 28	
	FOP-031	MACCS SPINS Officer	Lt		xx	7210	7210	MACG 28	4
		Sub Total			7	7	7		
		ATO PRODUCTION CELL							
	FOP-032	Asst ATO Production Officer	Capt/Maj		xx	7562	72/75xx	G-7	4
	FOP-033	ATO Production Chief	MSgt		xx	4066	5974	G-7	3
	FOP-034	ATO Production Clerk	LCpl-Sgt		xx	7041	7041	G-3	
	FOP-035	ATO Production Clerk	LCpl-Sgt		xx	7041	7041	G-3	
		Sub Total			4	4	4		
		ORDERS DEVELOPMENT SECT							
	FOP-036	Ops Clerk	Sgt		xx	7041	7041	G-7	3
		Sub Total			1	1	1		
		Future Ops Total			17	17	17		
		FOPS Division Total			36	36	36		

ACI Division

Air Combat Intelligence

WING #	BllStaff #	Billet	Rank	Name		MOS	Billet MOS	Pers Source	Notes
	S2								
	S201	TACC S2	Maj		xx	0202	0202	ACI	
	S202	DEPUTY TACC S2	Capt		xx	0202	0202	ACI	
		Sub Total			2	2	2		
	WX								
	S203	WX OFFICER	CWO		xx	6802	6802	MWSG-27	
	S204	WX FORECASTER	Sgt		xx	6821	6821	MWSG-27	
		Sub Total			2	2	2		
	STAFF CI								
	S205	STAFF CI CHIEF	GySgt		xx	0211	0211	ACI	
		Sub Total			1	1	1		
	AVIATION INTEL ANALYSIS								
	S206	ANALYSIS/CA OFFICER	Capt		xx	0202	0202	ACI	
	S207	ANALYSIS/CA CHIEF	GySgt		xx	0231	0231	ACI	
	S208	INTEL/BDA ANALYST	Sgt		xx	0231	0231	ACI	
	S209	INTEL/BDA ANALYST	Sgt		xx	0231	0231	ACI	
	S210	INTEL/BDA ANALYST	Sgt		xx	0231	0231	ACI	
	S211	INTEL/BDA ANALYST	Sgt		xx	0231	0231	ACI	
	S212	INTEL/BDA ANALYST	Cpl		xx	0231	0231	ACI	
	S213	INTEL/BDA ANALYST	LCpl		xx	0231	0231	ACI	
	S214	INTEL/BDA ANALYST	LCpl		xx	0231	0231	ACI	
		Sub Total			9	9	9		
	FUTURE OPS/TGT INTEL								
	S215	FUTURE OPS INTELO	Lt		xx	0207	0207	ACI	
	S216	FUTURE OPS INTEL CHIEF	SSgt		xx	0231	0241	ACI	
		Sub Total			2	2	2		
	C2 ANALAYSIS								
	S217	SIGINT OFFICER	Capt		xx	0206	0206	ACI	
	S218	SIGINT CHIEF	SSgt		xx	2621	2621	ACI	
	S219	ELINT ANALYST	Sgt		xx	2621	2631	ACI	
	S220	ELINT ANALYST	Sgt		xx	0231	2631	ACI	
		Sub Total			4	4	4		
	RQMTS/COLLECTIONS								
	S221	COLLECTIONS CHIEF	GySgt		xx	0241	0231	ACI	

	S222	COLLECTIONS CLERK	Sgt		xx	0231	0231	ACI	
	S223	COLLECTIONS CLERK	Cpl		xx	0231	0231	ACI	
		Sub Total			3	3	3		
	SYSTEMS/SSCT/SSO								
	S224	SSCT/SYSTEMS CHIEF	SSgt		xx	0231	0231	ACI	
	S225	SPEC INTEL COMMS/SSO	Cpl		xx	2651	2651	ACI	
	S226	SPEC INTEL COMMS/SSO	Sgt		xx	2651	2651	ACI	
	S227	TROJAN SPIRIT CLERK	Cpl		xx	2651	02xx	ACI	
		Sub Total			4	4	4		
		ACI Division Total			27	27	27		

XTACC Internal Security

MWHS-2 XTACC Staff

WING #	BtlStaff #	Billet	Rank	Name		MOS	Billet MOS	Pers Source	Notes
		Security Detachment							
	HS-001	Det OIC	Capt		xx	9989	9989	MWHS-2	
	HS-002	Personnel NCO	Cpl-Sgt		xx	0151	0151	MWHS-2	
	HS-003	Embark NCO	Cpl-Sgt		xx	0431	0431	MWHS-2	
	HS-004	Supply NCO	Sgt		xx	3043	3043	MWHS-2	
	HS-005	Supply NCO	Sgt		xx	3043	3043	MWHS-2	
	HS-006	Sergeant of the Guard	Sgt		xx	7041	7041	MWHS-2	
	HS-007	Guard	Sgt-PFC		xx	5811	5811	MWHS-2	
	HS-008	Guard	Sgt-PFC		xx	5811	5811	MWHS-2	
	HS-009	Guard	Sgt-PFC		xx	5811	5811	MWHS-2	
	HS-010	Guard	Sgt-PFC		xx	5811	5811	MWHS-2	
	HS-011	Guard	Sgt-PFC		xx	5811	5811	MWHS-2	
	HS-012	Guard	Sgt-PFC		xx	5811	5811	MWHS-2	
	HS-013	Guard	Sgt-PFC		xx	5811	5811	MWHS-2	
	HS-014	Guard	Sgt-PFC		xx	5811	5811	MWHS-2	
	HS-015	Guard	Sgt-PFC		xx	5811	5811	MWHS-2	
	HS-016	Guard	Sgt-PFC		xx	5811	5811	MWHS-2	
		MWHS-2 XTACC Staff Total			16	16	16		

MWCS-28 XTACC DET

OPERATIONS

WING #	BtlStaff #	Billet	Rank	Name		MOS	Billet MOS	Pers Source	Notes
	CS-001	Det Commander	Maj		xx	0602	0602	MWCS	
	CS-002	Det 1stSgt	1stSgt		xx	9999	9999	MWCS	
	CS-003	Operations Officer	Capt		xx	0602	0602	MWCS	
	CS-004	Network Planner	CWO2		xx	2510	2510	MWCS	
	CS-005	Operations Chief	MSgt		xx	2591	2591	MWCS	
	CS-006	Operations/admin Clerk	Sgt		xx	0151	2532	MWCS	
	CS-007	Logistic Clerk	Sgt		xx	0431	0431	MWCS	
	CS-008	Supply Clerk	Lcpl		xx		2532	MWCS	
	CS-009	Techcontrollers	SSgt-Sgt		xx	2823	2823	MWCS	
		Sub Total			8	7	8		

RADIO

WING #	BtlStaff #	Billet	Rank	Name		MOS	Billet MOS	Pers Source	Notes
	CS-010	SCR Officer	Lt		xx	0602	0602	MWCS	
	CS-011	SCR SCOIC	Gysgt		xx	2591	2591	MWCS	
	CS-012	SCR Chief	SSgt		xx	2537	2537	MWCS	
	CS-013	Radio Operators	Sgt-PFC		xx	2531	2531	MWCS	
	CS-014	Radio Operators	Sgt-PFC		xx	2531	2531	MWCS	
	CS-015	Radio Operators	Sgt-PFC		xx	2531	2531	MWCS	
	CS-016	Radio Operators	Sgt-PFC		xx	2531	2531	MWCS	
	CS-017	Radio Operators	Sgt-PFC		xx	2531	2531	MWCS	
	CS-018	Radio Operators	Sgt-PFC		xx	2531	2531	MWCS	
	CS-019	Radio Operators	Sgt-PFC		xx	2531	2531	MWCS	
	CS-020	Radio Operators	Sgt-PFC		xx	2531	2531	MWCS	
	CS-021	Radio Operators	Sgt-PFC		xx	2531	2531	MWCS	
		Sub Total			12	12	12		

WIRE

WING #	BtlStaff #	Billet	Rank	Name		MOS	Billet MOS	Pers Source	Notes
	CS-022	Wire Officer	CWO2		xx	2810	2810	MWCS	
	CS-023	Wire SNCOIC	GySgt		xx	2591	2591	MWCS	

	CS-024	Wire Chief	SSgt		xx	2519	2519	MWCS	
	CS-025	Switch Board Operators	Sgt-Cpl		xx	2514	2514	MWCS	
	CS-026	Switch Board Operators	Sgt-Cpl		xx	2514	2514	MWCS	
	CS-027	Switch Board Operators	Sgt-Cpl		xx	2514	2514	MWCS	
	CS-028	Switch Board Operators	Sgt-Cpl		xx	2514	2514	MWCS	
	CS-029	Wireman	Sgt-Pfc		xx	2512	2512	MWCS	
	CS-030	Wireman	Sgt-Pfc		xx	2512	2512	MWCS	
	CS-031	Wireman	Sgt-Pfc		xx	2512	2512	MWCS	
	CS-032	Wireman	Sgt-Pfc		xx	2512	2512	MWCS	
	CS-033	Wireman	Sgt-Pfc		xx	2512	2512	MWCS	
	CS-034	Wireman	Sgt-Pfc		xx	2512	2512	MWCS	
	CS-035	Wireman	Sgt-Pfc		xx	2512	2512	MWCS	
	CS-036	Wireman	Sgt-Pfc		xx	2512	2512	MWCS	
		Sub-Total			15	15	15		

DATA COMM

WING #	BtlStaff #	Billet	Rank	Name		MOS	Billet MOS	Pers Source	Notes
	CS-037	Data Comm Officer	Lt		xx	0602	0602	MWCS	
	CS-038	Data Comm SNCOIC	GySgt		xx	2591	2591	MWCS	
	CS-039	Data Comm Chief	SSgt		xx	2549	2549	MWCS	
	CS-040	Data Comm Operator	Sgt-PFC		xx	4066	4066	MWCS	
	CS-041	Data Comm Operator	Sgt-PFC		xx	4066	4066	MWCS	
	CS-042	Data Comm Operator	Sgt-PFC		xx	4066	4066	MWCS	
	CS-043	Data Comm Operator	Sgt-PFC		xx	4066	4066	MWCS	
	CS-044	Data Comm Operator	Sgt-PFC		xx	4066	4066	MWCS	
	CS-045	Data Comm Operator	Sgt-PFC		xx	4066	4066	MWCS	
	CS-046	Comm Center Operator	Sgt-PFC		xx	2542	2542	MWCS	
	CS-047	Comm Center Operator	Sgt-PFC		xx	2542	2542	MWCS	
	CS-048	Comm Center Operator	Sgt-PFC		xx	2542	2542	MWCS	
	CS-049	Web Master	SSgt-Cpl		xx	4067	4067		
		Data Comm Total			13	13	13		

SATELLITE

WING #	BtlStaff #	Billet	Rank	Name		MOS	Billet MOS	Pers Source	Notes
	COM-001	Satellite Team Chief	Sgt		xx	2539	2539	8th Comm	
	COM-002	Satellite Operators	Sgt-PFC		xx	2536	2536	8th Comm	
	COM-003	Satellite Operators	Sgt-PFC		xx	2536	2536	8th Comm	
	COM-004	Satellite Operators	Sgt-PFC		xx	2536	2536	8th Comm	
	COM-005	Satellite Operators	Sgt-PFC		xx	2536	2536	8th Comm	
		Satellite Total			5	5	5		

MAINTENANCE

WING #	BtlStaff #	Billet	Rank	Name		MOS	Billet MOS	Pers Source	Notes
	MT-001	Maintenance Chief	SSgt		xx	28xx	2891	MWCS	
	MT-002	Satellite Repairman	Sgt-Cpl		xx	2834	2834	8th Comm	
	MT-003	Motor-T Repairman	Sgt-Cpl		xx	3531	3531	MWCS	
	MT-004	Crypto Tech	Sgt-Cpl		xx	2881	2881	MWCS	
	MT-005	Switch Tech	Sgt-Cpl		xx	2811	2811	MWCS	
	MT-006	Utility Repairman	Sgt-Cpl		xx	1142	1142	MWCS	
	MT-007	Utility Repairman	Sgt-Cpl		xx	1142	1142	8th Comm	
	MT-008	Radio Repairman	Sgt-Cpl		xx	2841	2841	8th Comm	
	MT-009	Computer Tech	Sgt-Cpl		xx	2818	2818	MWCS	
		Maintenance Total			9	9	9		
		MWCS-28 XTACC DET Total			62	61	62		

		XTACC Grand Total		214	213	214			

Liason Officers assigned to 2D MAW for Exercise Swift Hammer

LNO-001 HENDRICK MAJ DIV LNO

LNO-002 FARMER CWO2 FSSG LNO

**** Indicates personnel attached to XTACC only when CG 2d MAW is deployed.**

Notes:	1. TACC SLRP Member	A. HMMWV License
	2. Site Survey	B. 5-Ton License

	3 Advance Party (Provides IOC)	C IDC-Inde Duty Cpmn						
	4 Main Body							

APPENDIX C

OPT References

JP 0-2	Unified Action Armed Forces
JP 1-02	DOD Dictionary of Military and Associated Terms
JP 3-0	Doctrine for Joint Operations
JP 3-02	Joint Doctrine for Amphibious Operations
JP 3-09	Joint Fires and Fire Support
JP 3-09.3	Joint Tactics, Techniques, and Procedures for Close Air Support
JP 3-52	Doctrine for Joint Airspace Control in the Combat Zone
JP 3-56	Tactical Command and Control Planning Guidance and Procedures for Joint Operations
JP 3-56.1	Command and Control for Joint Air Operations
JP 3-60	Doctrine for Joint Targeting
JP 5-0	Planning Formats and Guidance
CJCSM 3122.03	JOPES, Volume II
MCDP 1	Warfighting
MCDP 1-1	Strategy
MCDP 1-2	Campaigning
MCDP 1-3	Tactics
MCDP 2	Intelligence
MCDP 3	Expeditionary Operations
MCDP 4	Logistics
MCDP 5	Planning
MCDP 6	Command and Control
MCWP 0-1	Marine Corps Operations
MCWP 0-1.1	Componency
MCWP 3-1	Ground Combat Operations
MCWP 3-16	Fire Support in MAGTF Operations
MCWP 3-16.1	Doctrine for Fire Support
MCWP 3-16.2	TTP for Fire Support Coordination
MCWP 3-23	Offensive Air Support
MCWP 3-23.1	Close Air Support
MCWP 3-24	Assault Support
MCWP 3-25	Control of Aircraft and Missiles
MCWP 5-1	Marine Corps Planning
MCWP 5-1.1	Aviation Planning
MCRP 5-1.1A	Aviation Planning Documents
MCRP 5-2A	Operational Terms and Graphics
MCRP 5-2C	Marine Corps Supplement to JP 1-02
FMFRP 0-14	Marine Corps Supplement to JP 1-02
FMFRP 5-71	MAGTF Aviation Planning Documents
FM 100-5	Operations
FM 100-13	Battlefield Coordination Detachment (BCD)
FM 100-15	Corps Operations

APPENDIX C

FM 101-5 Staff Organization and Operations
MSTP Pamphlet 3-0.1 Marine Corps Force Protection
MSTP Pamphlet 3-0.2 Marine Corps Rear Area Operations
MSTP Pamphlet 5-0.1 Marine Corps Planning Process (MCPP)

Commander's Battlefield Area Evaluation Format

CLASSIFICATION

Commanding General's
Commander's Battlefield Area Evaluation

CLASSIFICATION

CLASSIFICATION

Agenda

- Purpose – To provide the Commander's initial thoughts and direction to assist the planning efforts
- Topics
  - Battlespace Geometry
  - Assessment of Forces
    - Enemy
    - Friendly
  - Higher Headquarter's Mission and Intent
  - Intent
  - Commander's Critical Information Requirements

CLASSIFICATION 2

CLASSIFICATION

Battlespace Geometry

- Battlespace Environment
- Battlespace Effects
- Battlespace Assessment
  - Area of Operations
  - Area of Influence

CLASSIFICATION 3

CLASSIFICATION

Enemy Situation Overview

- **Aims and Intentions (DRAW-D)**
- **Dispositions**
- **Tactical Doctrine**
- **Capabilities Assessment**
- **Weaknesses**

CLASSIFICATION 4

CLASSIFICATION

Enemy Operational Center of Gravity Analysis

- Center of Gravity
- Critical Capabilities
- Critical Requirements

CLASSIFICATION 5

CLASSIFICATION

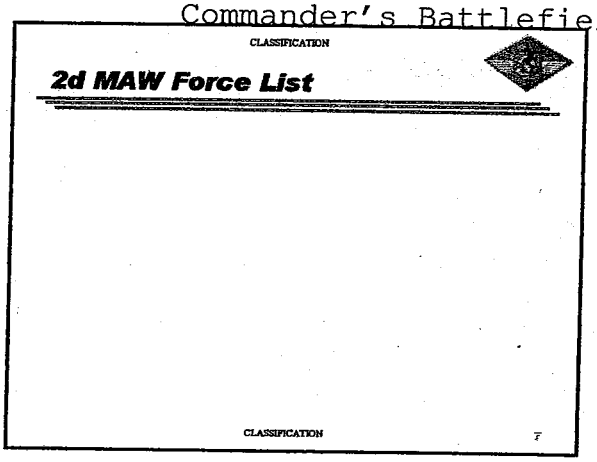
Enemy Tactical Center of Gravity Analysis

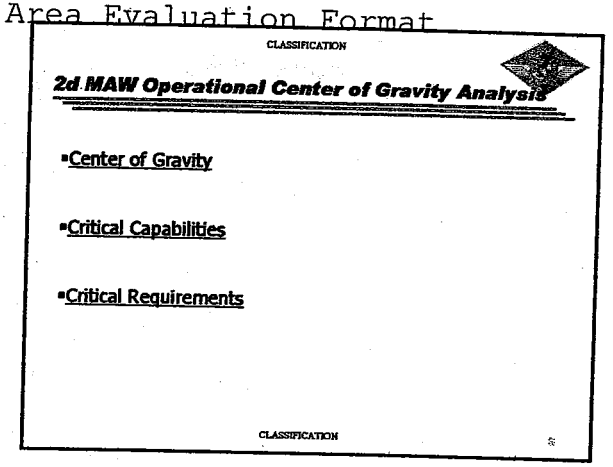
- Center of Gravity
- Critical Capabilities
- Critical Requirements

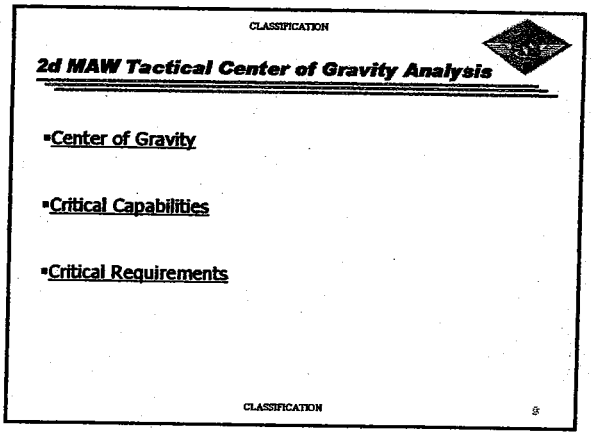
CLASSIFICATION 6

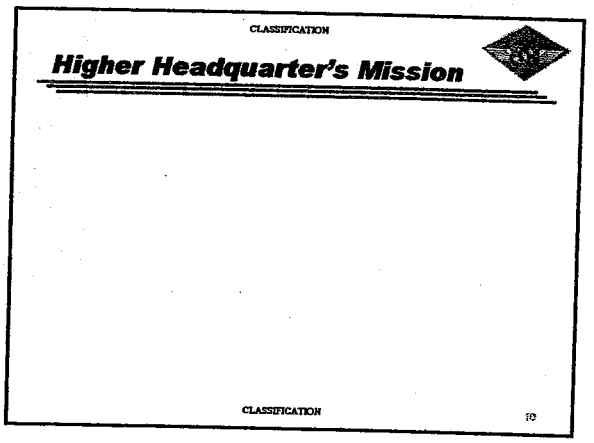
1

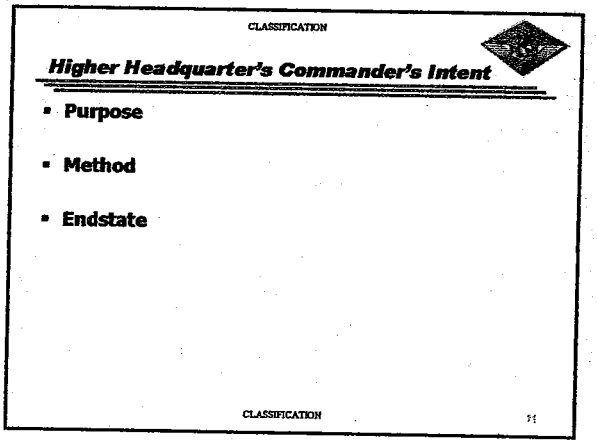
Commander's Battlefield Area Evaluation Format

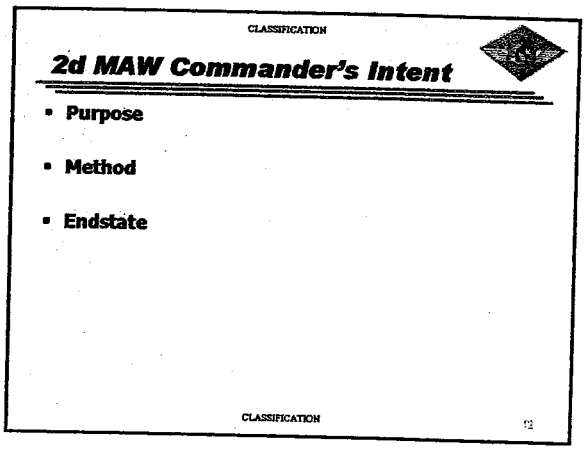












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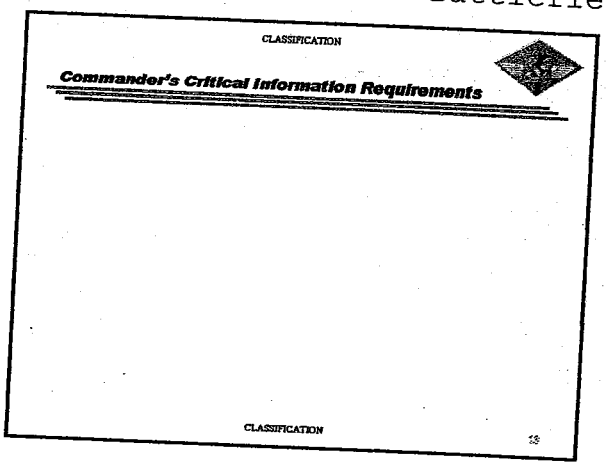
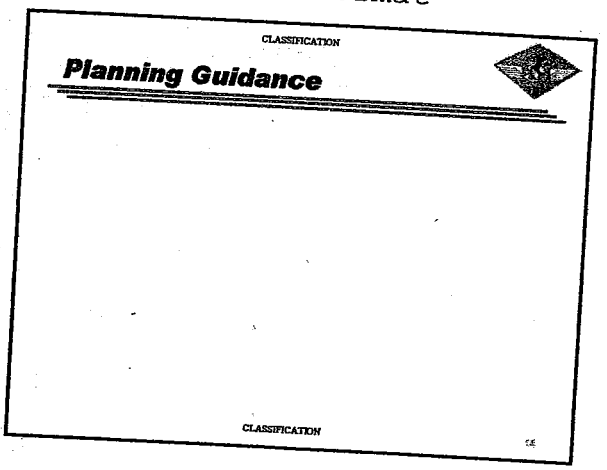
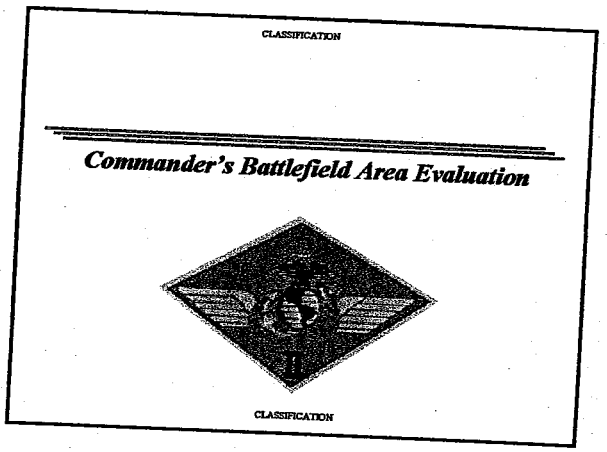
Commander's Battlefield Area Evaluation Format







Mission Analysis Briefing Format

CLASSIFICATION

"Insert Exercise Title"

2d MAW

Mission Analysis Brief

CLASSIFICATION

CLASSIFICATION

Agenda

- **Purpose**
  - Build situational awareness by defining the problem
  - Present restated mission statement
- **Commander's Direction**
  - Approval of Mission Statement
  - Revised Intent
  - Additional Planning Guidance
  - Direction to proceed with planning directive or warning order

CLASSIFICATION 2

CLASSIFICATION

Battlespace Situation Update

- **Battlespace Area**
  - Area of Operations
  - Area of Responsibility
  - Area of Influence
- **Battlespace Environment and Effects**
  - MCOO
  - Weather

CLASSIFICATION 3

CLASSIFICATION

Enemy Evaluation

- **Organization**
- **Dispositions and Availability**
- **Aims and Intentions**
- **Strengths**
- **Weaknesses**

CLASSIFICATION 4

CLASSIFICATION

Enemy Situation Update

- **Threat Evaluation**
- **Courses of Action**
  - **Most Likely**
  - **Most Dangerous**

CLASSIFICATION 5

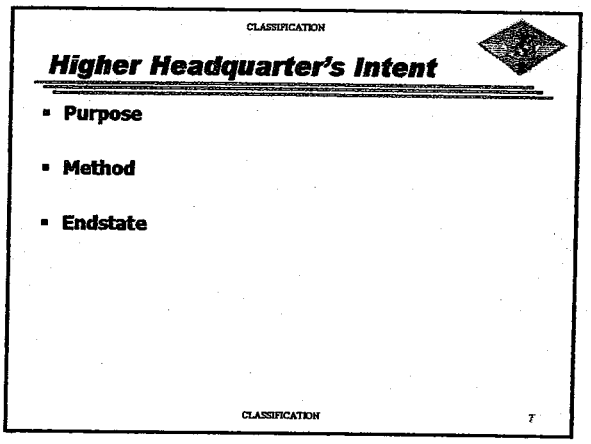
CLASSIFICATION

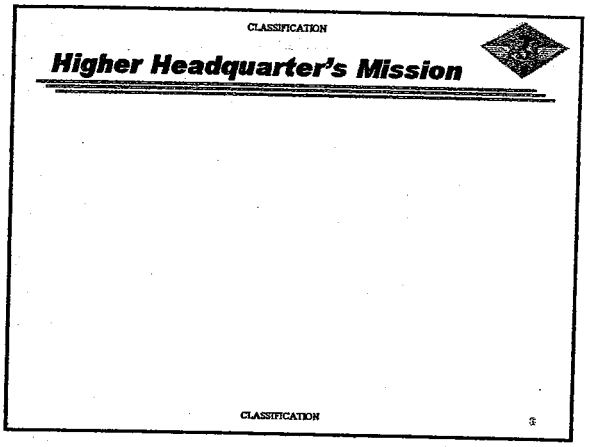
Higher Headquarter's Mission

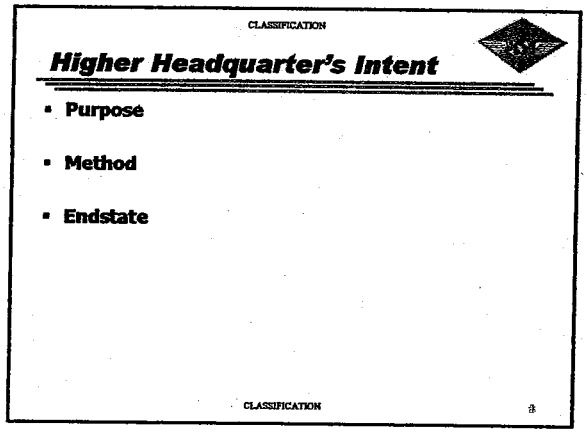
CLASSIFICATION 6

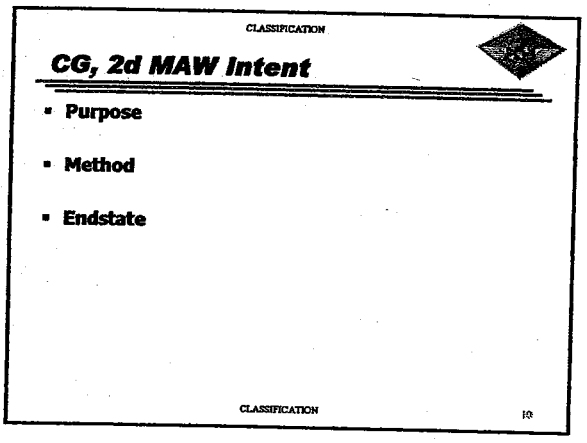
1

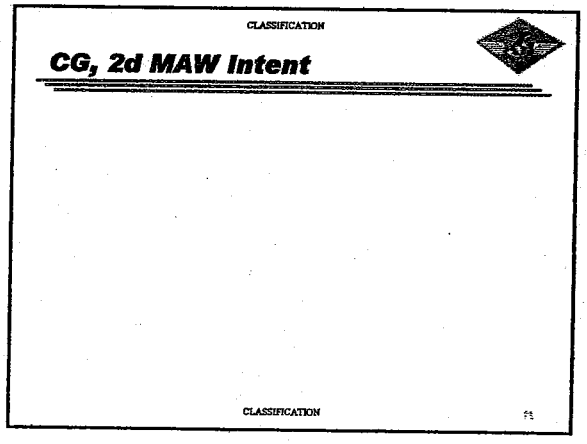
Mission Analysis Briefing Format

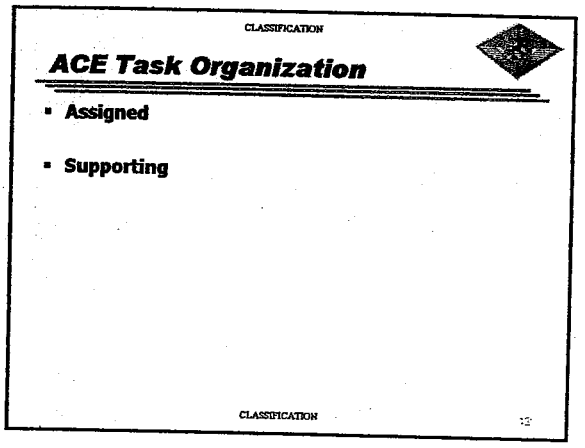




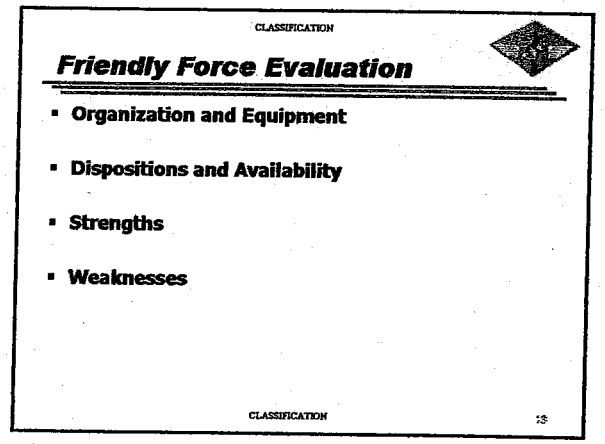


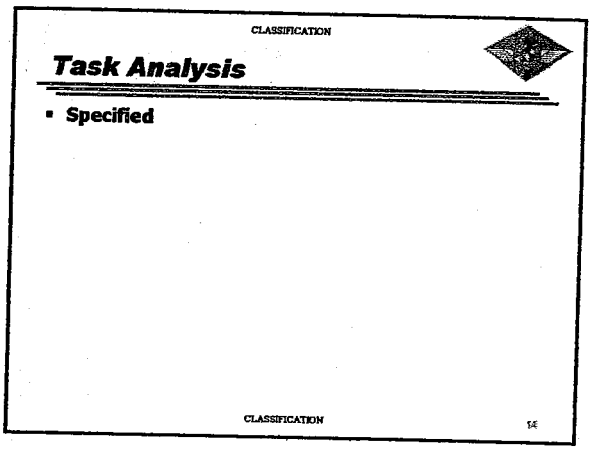


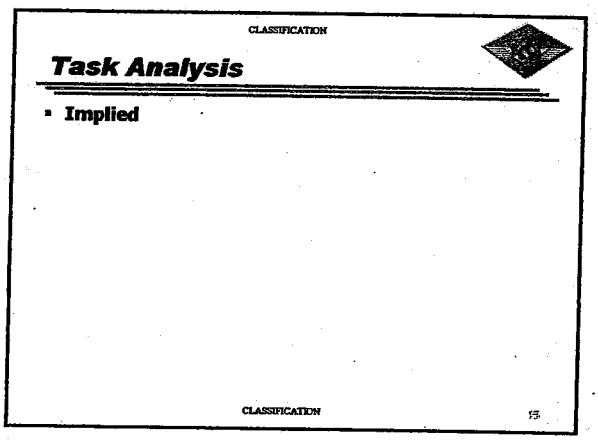


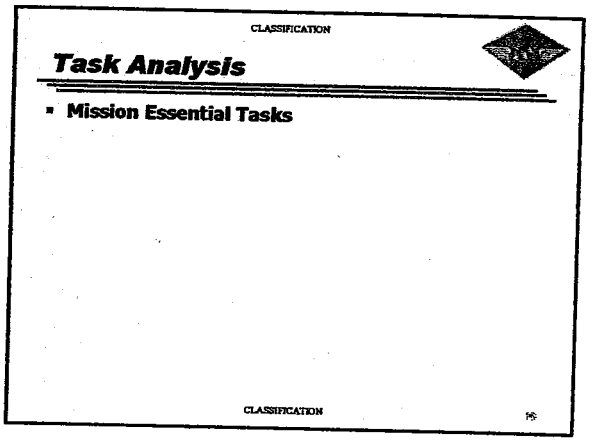


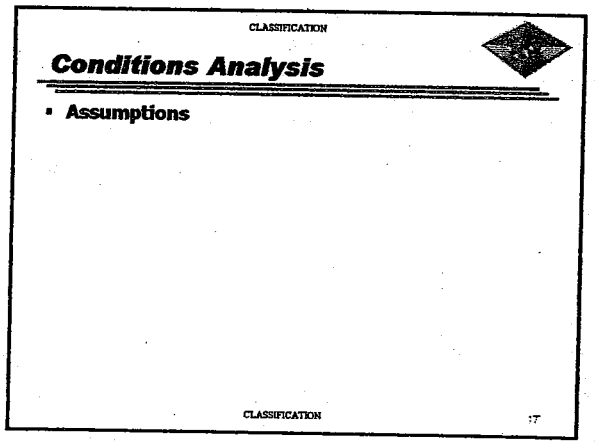
Mission Analysis Briefing Format

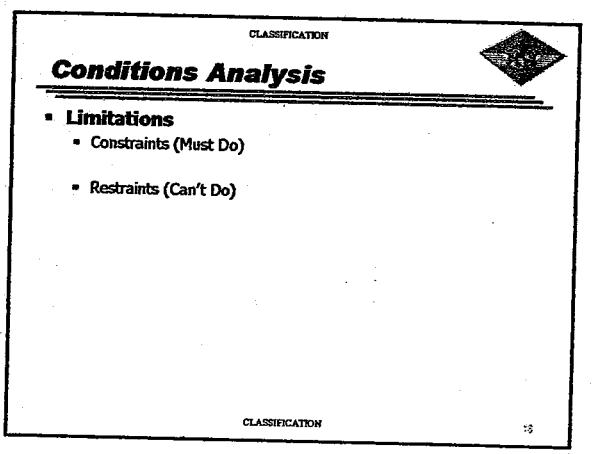












CLASSIFICATION

Friendly Information Analysis

- Friendly Force Information Requirements (FFIR)

CLASSIFICATION 25

CLASSIFICATION

Friendly Information Analysis

- Essential Elements of Friendly Information (EEFI)

CLASSIFICATION 26

CLASSIFICATION

Commander's Critical Information Requirements (CCIR)

CLASSIFICATION 27

CLASSIFICATION

Restated Mission Statement

CLASSIFICATION 28

CLASSIFICATION

Questions?

CLASSIFICATION 33

CLASSIFICATION

Graphic Requirements

- **IPB Products**
  - Modified Combined Obstacle Overlay (MCOO)
  - Doctrinal Template
- **Situation/Event Template with Matrix**
  - Most Dangerous
  - Most Likely
  - Time-Phase Lines
  - NAI
- **Current Situation Template**
  - Friendly
  - Enemy

CLASSIFICATION 39

Mission Analysis Briefing Format

CLASSIFICATION

Conditions Analysis

- Shortfalls
  - Resources
  - SME

CLASSIFICATION 19

CLASSIFICATION

Enemy Center of Gravity Analysis "Operational"

- Center of Gravity
- Critical Capabilities
- Critical Requirements
- Critical Vulnerabilities

CLASSIFICATION 20

CLASSIFICATION

Enemy Center of Gravity Analysis "Tactical"

- Center of Gravity
- Critical Capabilities
- Critical Requirements
- Critical Vulnerabilities

CLASSIFICATION 21

CLASSIFICATION

Friendly Center of Gravity Analysis "Operational"

- Center of Gravity
- Critical Capabilities
- Critical Requirements
- Critical Vulnerabilities

CLASSIFICATION 22

CLASSIFICATION

Friendly Center of Gravity Analysis "Tactical"

- Center of Gravity
- Critical Capabilities
- Critical Requirements
- Critical Vulnerabilities

CLASSIFICATION 23

CLASSIFICATION

Information Analysis

- Priority Intelligence Requirements (PIR)

CLASSIFICATION 24

4

Course of Action (COA) Development Brief Format

CLASSIFICATION

"Insert Exercise Title"

- *2d MAW*
- *Course of Action Development Brief*

CLASSIFICATION

CLASSIFICATION

Agenda

- *Purpose*
  - Present possible courses of action
  - Provide wargaming priority
- *Commander's Direction*
  - COA Direction
    - COA additions or deletions
    - COA selection for analysis
    - Staff and Battlespace Function concerns highlighted
  - Wargaming Guidance
    - Level of Detail
      - Critical Events
      - Unit Play
      - Confirmation of Enemy Play (Most Dangerous or Most Likely)
    - Method of wargaming
    - Evaluation criteria

CLASSIFICATION 2

CLASSIFICATION

Battlespace Situation Update

- Battlespace Area
  - Area of Operations
  - Area of Responsibility
  - Area of Influence
- Battlespace Environment and Effects
  - MCOO
  - Weather

CLASSIFICATION 3

CLASSIFICATION

Current Situation Update

- Enemy
  - Dispositions and Availability
  - Aims and Intentions
    - Most Likely
    - Most Dangerous
- Friendly
  - Dispositions and Availability

CLASSIFICATION 4

CLASSIFICATION

Enemy Evaluation

- Organization and Equipment
- Strengths
- Weaknesses

CLASSIFICATION 5

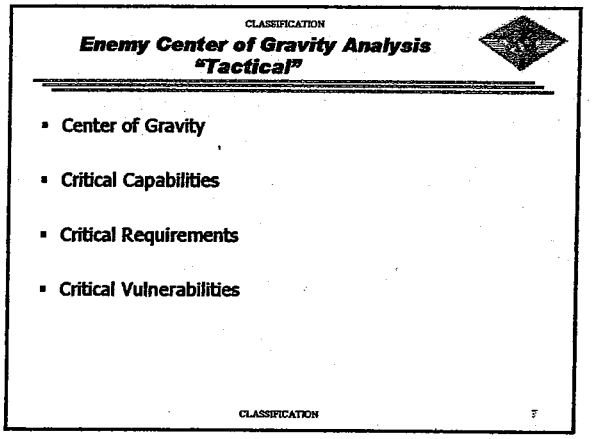
CLASSIFICATION

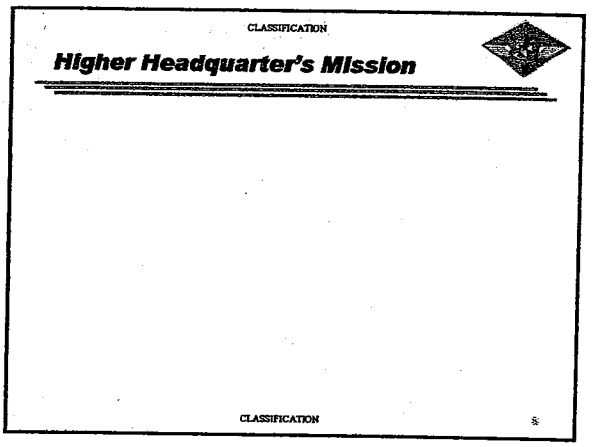
Enemy Center of Gravity Analysis "Operational"

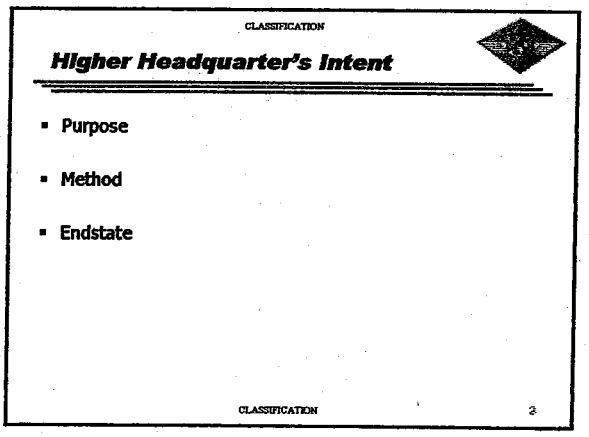
- Center of Gravity
- Critical Capabilities
- Critical Requirements
- Critical Vulnerabilities

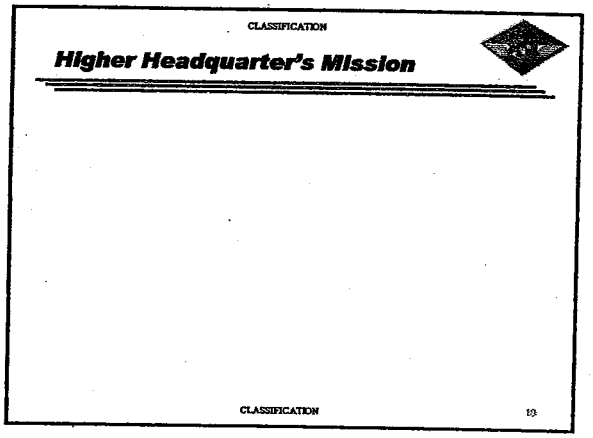
CLASSIFICATION 6

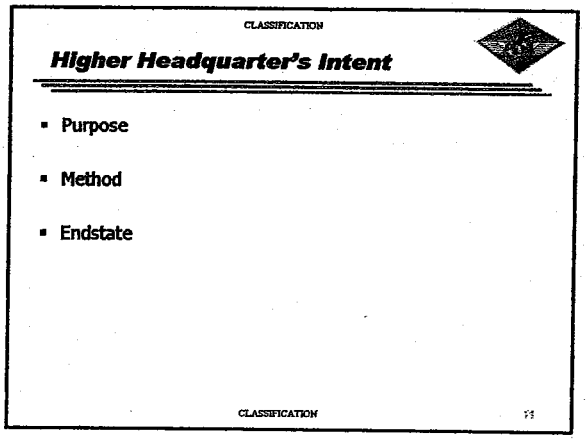
Course of Action (COA) Development Brief Format

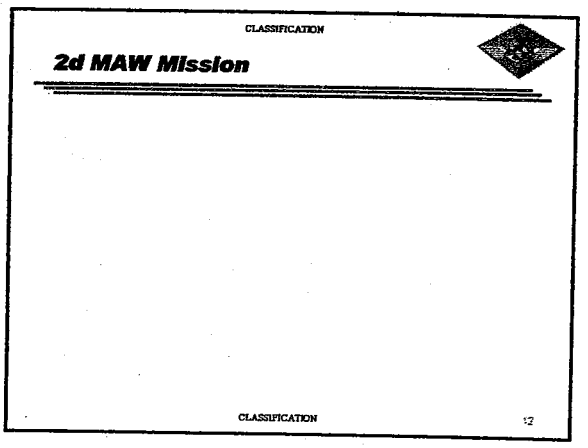












Course of Action (COA) Development Brief Format

CLASSIFICATION

CG, 2d MAW Intent

- Purpose
- Method
- Endstate

CLASSIFICATION 13

CLASSIFICATION

Commander's Critical Information Requirements (CCIR)

CLASSIFICATION 14

CLASSIFICATION

CG, 2d MAW Planning Guidance

CLASSIFICATION 15

CLASSIFICATION

Friendly Force Evaluation

- Organization and Equipment
- Shortfalls (Resource and SME)
- Strengths
- Weaknesses

CLASSIFICATION 16

CLASSIFICATION

Friendly Center of Gravity Analysis "Operational"

- Center of Gravity
- Critical Capabilities
- Critical Requirements
- Critical Vulnerabilities

CLASSIFICATION 17

CLASSIFICATION

Friendly Center of Gravity Analysis "Tactical"

- Center of Gravity
- Critical Capabilities
- Critical Requirements
- Critical Vulnerabilities

CLASSIFICATION 18

Course of Action (COA) Development Brief Format

CLASSIFICATION

Combat Power Evaluation (Friendly:Enemy)

	H-Hour	H+12	H+24
TACAIR (Strike)			
TACAIR (Attack)			
EW/SEAD			
Tanker Support			
Log Support			
Assault Helo			
Attack Helo			
Command & Control			
Air Defense			
RECCE			

CLASSIFICATION 19

CLASSIFICATION

Task Analysis

- Mission Essential Tasks

CLASSIFICATION 20

CLASSIFICATION

Limitations Analysis

- Constraints (Must Do)
- Restraints (Can't Do)

CLASSIFICATION 21

CLASSIFICATION

Updated Facts and Assumptions

- Information Requirements
- Assumptions

CLASSIFICATION 22

CLASSIFICATION

Course of Action - Sketch/Narrative

CLASSIFICATION 23

CLASSIFICATION

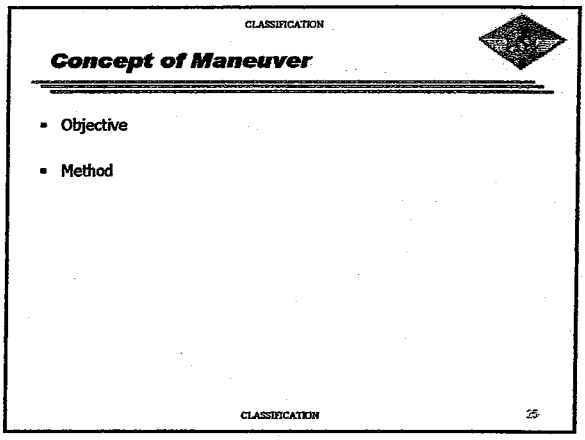
Concept of Shaping

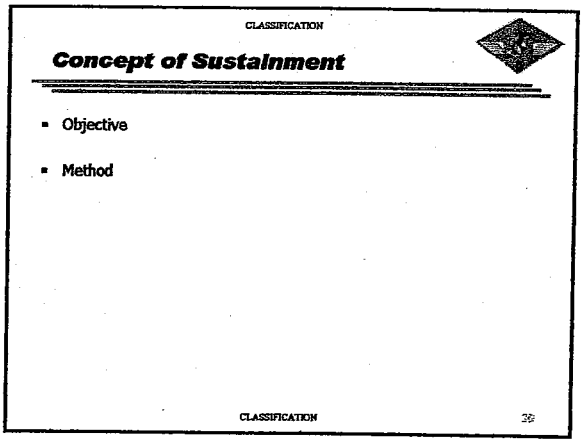
- Objective
- Method

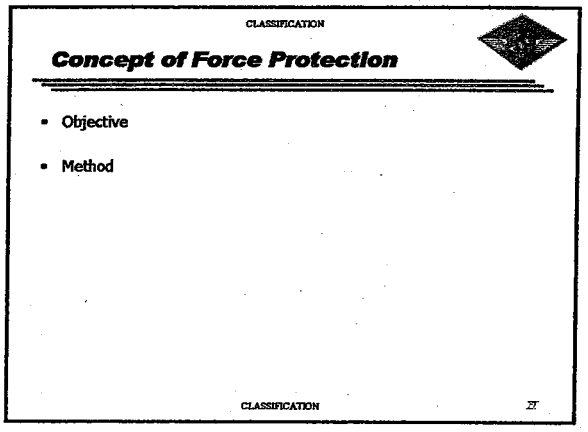
CLASSIFICATION 24

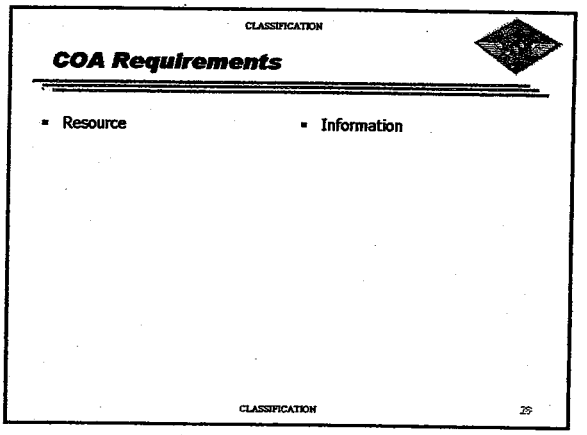
4

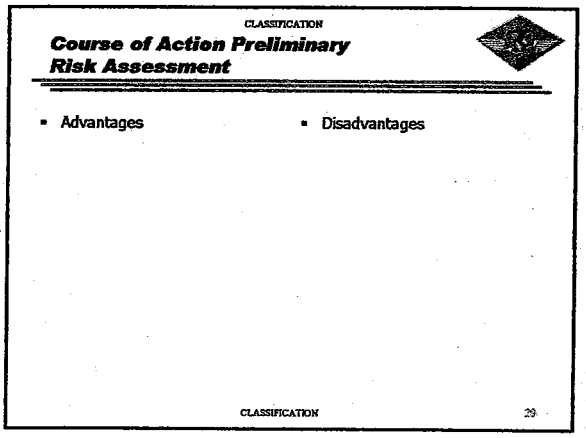
Course of Action (COA) Development Brief Format

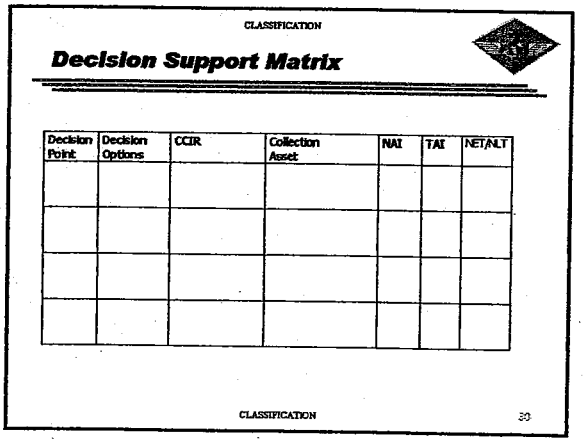












Course of Action (COA) Development Brief Format

CLASSIFICATION

OPT Analysis Recommendations

- Course of Action
- Enemy Scenario
- Wargame Method

CLASSIFICATION 31

CLASSIFICATION

Commander's Direction

- COA Direction
  - COA additions or deletions
  - COA selection for analysis
  - Staff and Battlespace Function concerns highlighted
- Wargaming Guidance
  - Level of Detail
    - Critical Events
    - Unit Play
    - Confirmation of Enemy Play (Most Dangerous or Most Likely)
  - Method of wargaming
  - Evaluation criteria

CLASSIFICATION 32

CLASSIFICATION

Questions?

CLASSIFICATION 33

CLASSIFICATION

Graphic Requirements

- IPB Products
  - Modified Combined Obstacle Overlay (MCOO)
- Situation Template (Incorporates Doctrinal Templates)
  - Most Dangerous
  - Most Likely
- COA Sketch
  - Friendly/Enemy Positions
  - Objectives
  - Axis of Advance
  - Main Effort
  - Area of Operations and Boundaries
  - Coordinating Measures
- Decision Support Template (Incorporates Event Template)

CLASSIFICATION 34

Course of Action (COA) Analysis Brief Format

CLASSIFICATION

"Insert Exercise Title"

2d MAW

Course of Action Analysis Brief

CLASSIFICATION

CLASSIFICATION

Agenda

- *Purpose*
  - Present the detailed analysis of each COA
  - Provide the results of the OPT's wargames
- *Commander's Direction*
  - Analysis Re-direction
    or
  - Commander's Comparison Criteria

CLASSIFICATION 2

CLASSIFICATION

Higher Headquarter's Mission

CLASSIFICATION 3

CLASSIFICATION

Higher Headquarter's Intent

- Purpose
- Method
- Endstate

CLASSIFICATION 4

CLASSIFICATION

Higher Headquarter's Mission

CLASSIFICATION 5

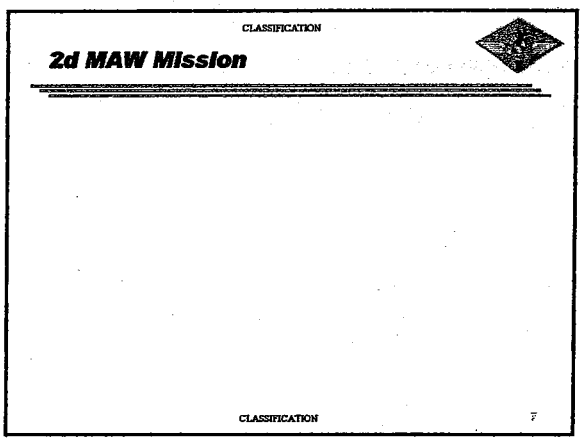
CLASSIFICATION

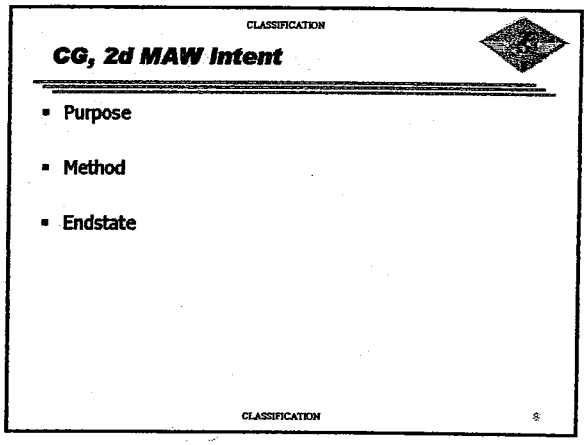
Higher Headquarter's Intent

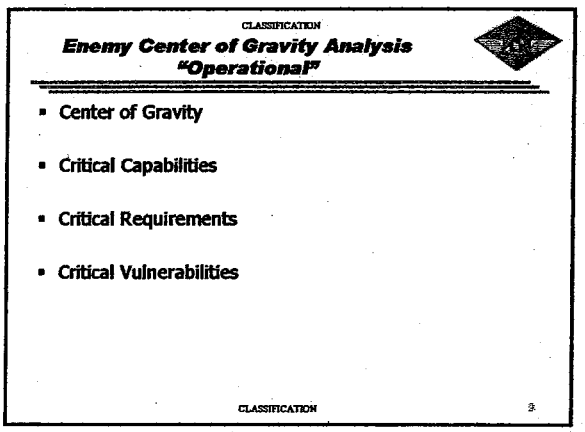
- Purpose
- Method
- Endstate

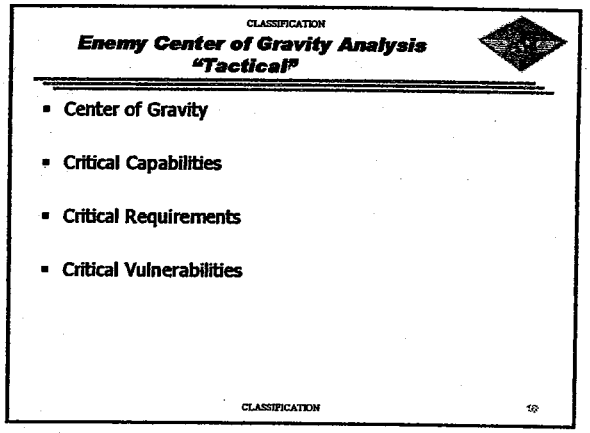
CLASSIFICATION 6

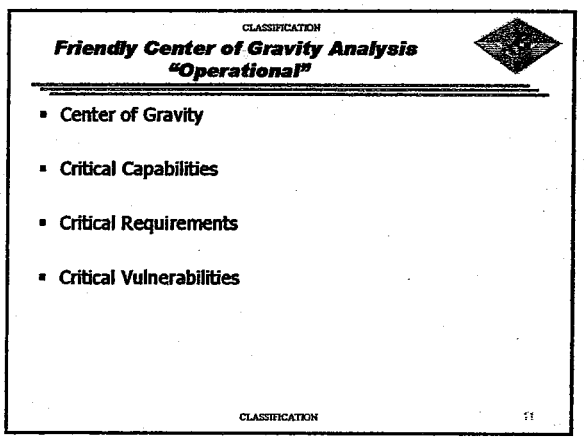
Course of Action (COA) Analysis Brief Format

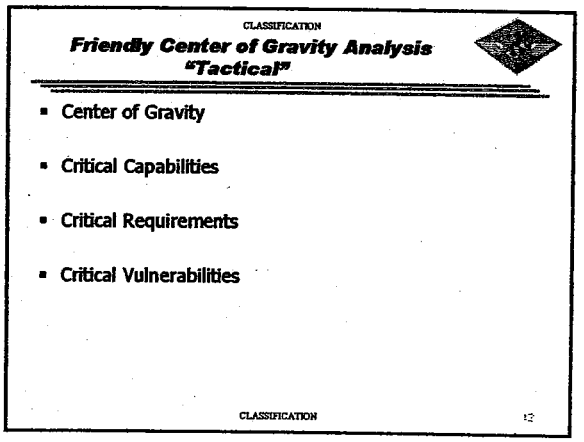












Course of Action (COA) Analysis Brief Format

CLASSIFICATION

Limitations Analysis

- Constraints (Must Do)
- Restraints (Can't Do)

CLASSIFICATION 13

CLASSIFICATION

Updated Facts and Assumptions

- Information Requirements
- Assumptions

CLASSIFICATION 14

CLASSIFICATION

Commander's Critical Information Requirements (CCIR)

CLASSIFICATION 15

CLASSIFICATION

CG, 2d MAW Wargaming Guidance

- COA Direction
  - COA additions or deletions
  - COA selection for analysis
  - Staff and Battlespace Function concerns highlighted
- Wargaming Guidance
  - Level of Detail
    - Critical Events
    - Unit Play
    - Confirmation of Enemy Play (Most Dangerous or Most Likely)
  - Method of wargaming
  - Evaluation criteria

CLASSIFICATION 16

CLASSIFICATION

"Insert Exercise Title"

Red Cell Overview

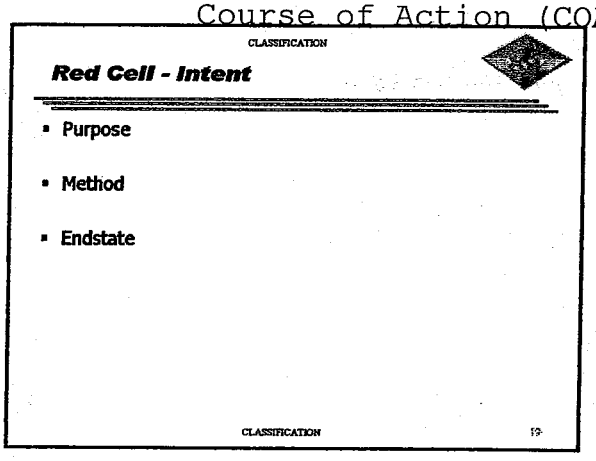
CLASSIFICATION

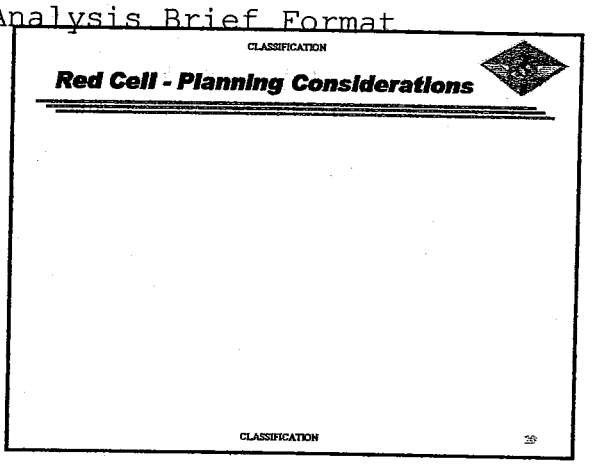
CLASSIFICATION

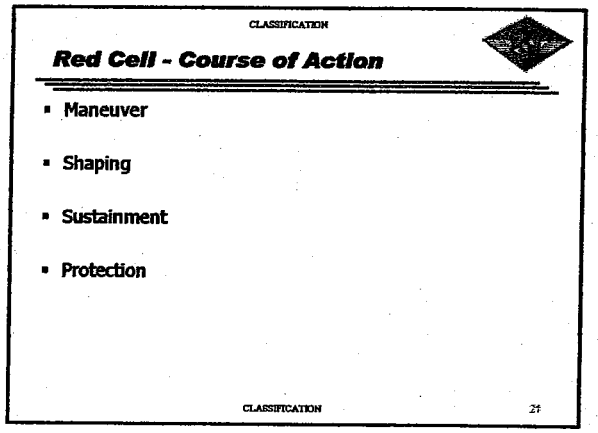
Red Cell - Mission

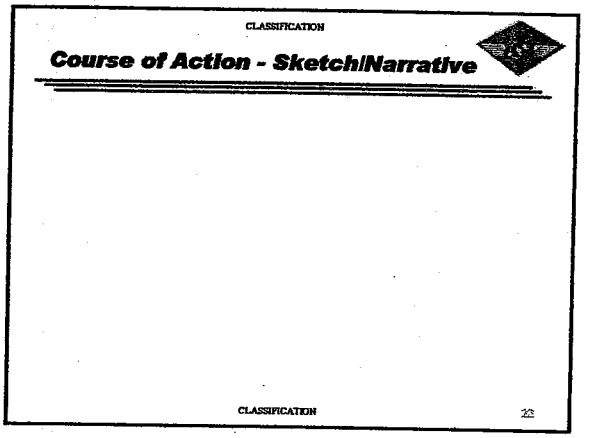
CLASSIFICATION 18

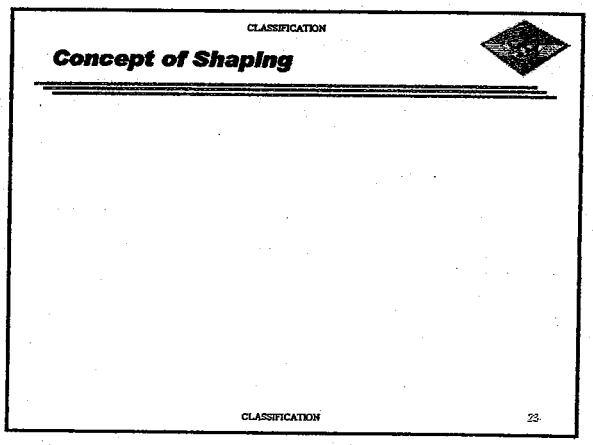
Course of Action (COA) Analysis Brief Format

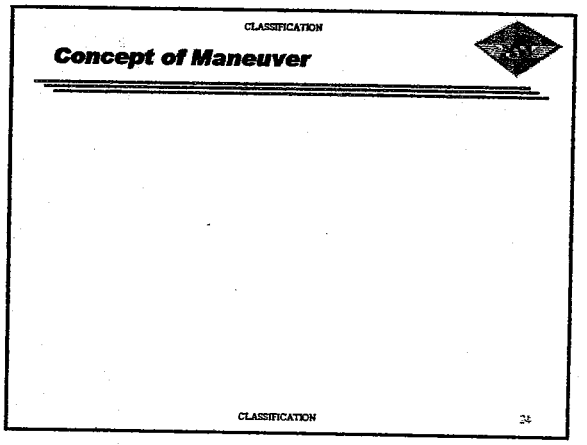




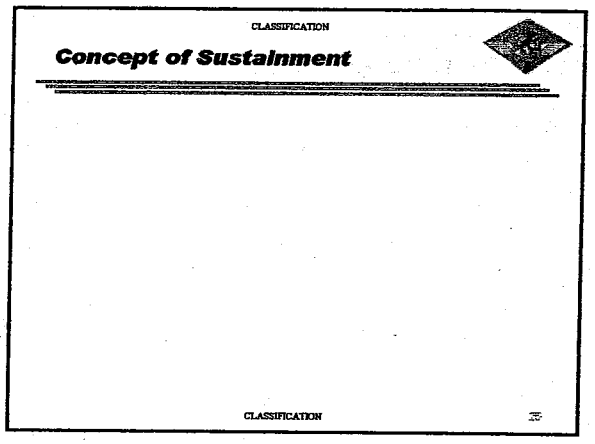


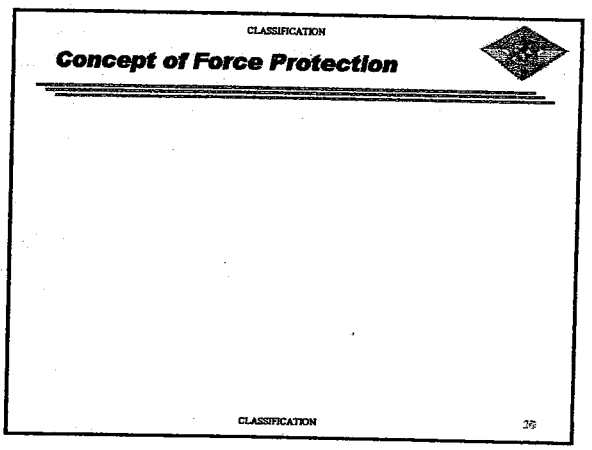


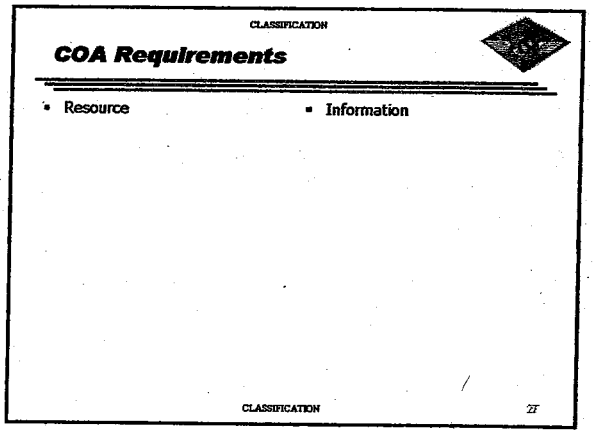


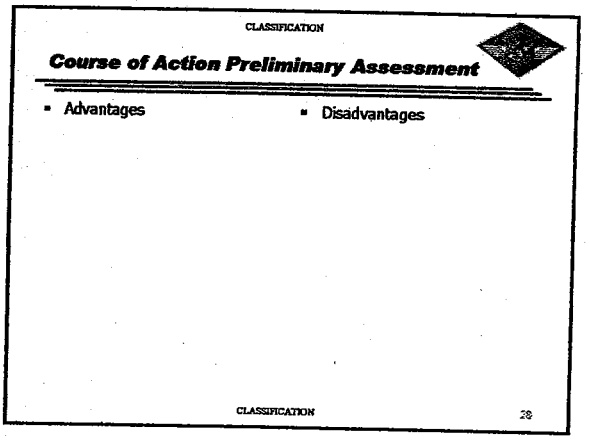


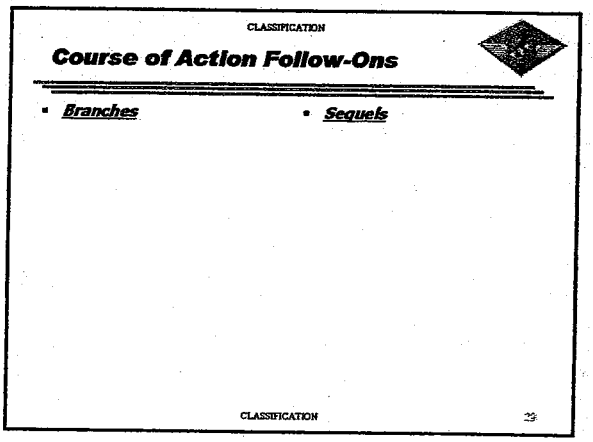
Course of Action (COA) Analysis Brief Format

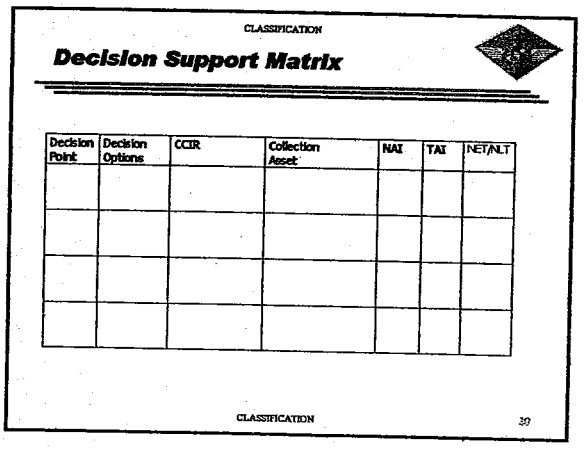












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Course of Action (COA) Analysis Brief Format

CLASSIFICATION

Wargaming Criteria Summary

Criteria	H+	H+	H+

CLASSIFICATION 31

CLASSIFICATION

Analysis Checklist

- Feasibility (Resource Capable)
- Suitability (Satisfies the Mission)
- Adaptability (Responsive and Flexible)
- Affordability (Reasonable Cost)

CLASSIFICATION 32

CLASSIFICATION

Commander's Direction

- Comparison Criteria
- Analysis Re-direction

CLASSIFICATION 33

CLASSIFICATION

Questions?

CLASSIFICATION 34

CLASSIFICATION

Graphic Requirements

- IPB Products
  - Modified Combined Obstacle Overlay (MCOO)
- Situation Template (Incorporates Doctrinal Templates)
  - Most Dangerous
  - Most Likely
- COA Sketch
  - Friendly/Enemy Positions
  - Objectives
  - Axis of Advance
  - Main Effort
  - Area of Operations and Boundaries
  - Coordinating Measures
- Decision Support Template (Incorporates Event Template) with Matrix
- Synchronization Matrix

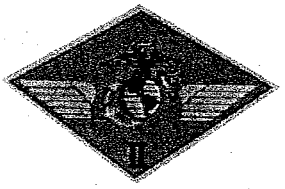
CLASSIFICATION 35

Execution Tools Matrix Format

CLASSIFICATION

"Insert Exercise Title"

2d MAW - Execution Tools



CLASSIFICATION

CLASSIFICATION

Table of Contents

- Combat Power Evaluation Matrix
- Decision Support Matrix
- Situation Event Matrix
- Barrier Matrix
- Operational Assessment Matrix
- Wargaming Criteria Summary
- Intelligence Collection Plan
- Synchronization Matrix
- Shaping Matrix

CLASSIFICATION 2

CLASSIFICATION

Combat Power Evaluation (Friendly:Enemy)

	H-Hour	H+12	H+24
TACAIR (Strike)			
TACAIR (Attack)			
EW/SEAD			
Tanker Support			
Log Support			
Assault Helo			
Attack Helo			
Command & Control			
Air Defense			
RECCE			

CLASSIFICATION 3

CLASSIFICATION

Decision Support Matrix

Decision Point	Decision Options	CCIR	Collection Asset	NAI	TAI	NET/NLT
1						
2						
3						
4						

CLASSIFICATION 4

CLASSIFICATION

Situation Event Matrix

NAI	EVENT	NET/NLT	TAI/DP	COLLECTION ASSET

CLASSIFICATION 5

CLASSIFICATION

Barrier Matrix Plan

LOCATION	DESCRIPTION	ENGINEER PRIORITY	REMARKS/ PURPOSE	SUPPORTING FIRES	TIME NET/NLT

CLASSIFICATION 6

1

Execution Tools Matrix Format

CLASSIFICATION

Operational Assessment Matrix

Measure of Effectiveness	Conditions	Activities	Outcome	Re-direction

CLASSIFICATION 7

CLASSIFICATION

Wargaming Criteria Summary

Criteria	H+	H+	H+

CLASSIFICATION 8

CLASSIFICATION

Intelligence Collection Plan

NAI	H-TIME	THEATER	NATL	FORCE RECON	SCAMP	COLLECTION TM 1	COLLECTION TM 2

CLASSIFICATION 9

CLASSIFICATION

Synchronization Matrix

Time/Event				
Enemy Action				
Decision Point				
Intelligence	NAI			
	TAI			
Fires	Lethal			
	Non-lethal			
Logistics	Sustain			
	Transport			

CLASSIFICATION 10

CLASSIFICATION

Synchronization Matrix

Time/Event				
Maneuver	Deep			
	Security			
	Close			
	Reserve			
	Rear			
	Mobility			
	Counter-Mobility			

CLASSIFICATION 11

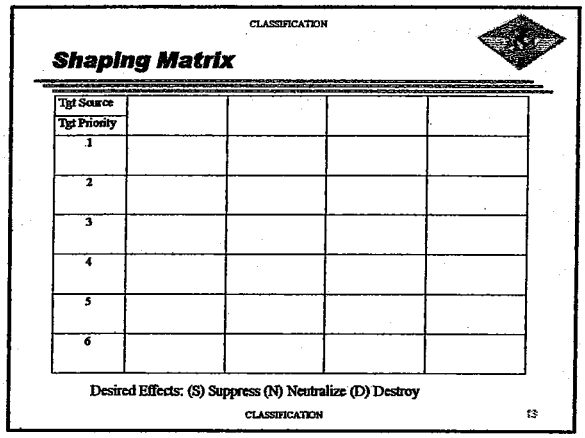
CLASSIFICATION

Synchronization Matrix

Time/Event				
C2	IW			
	C2W			
Force Protection	NBC			
	Air Defense			

CLASSIFICATION 12

Execution Tools Matrix Format



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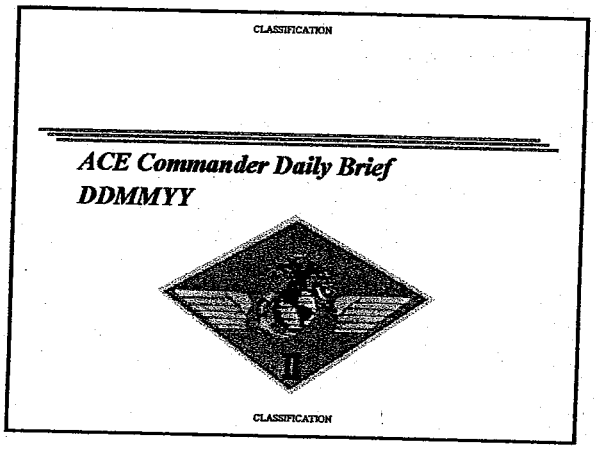
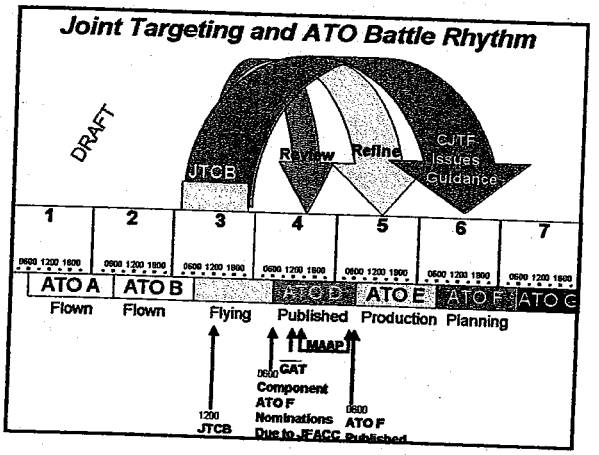
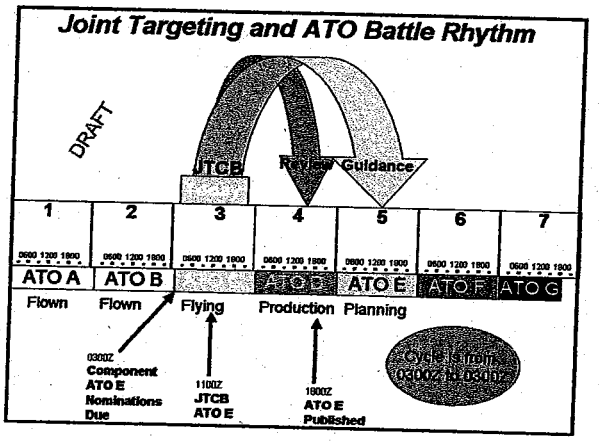
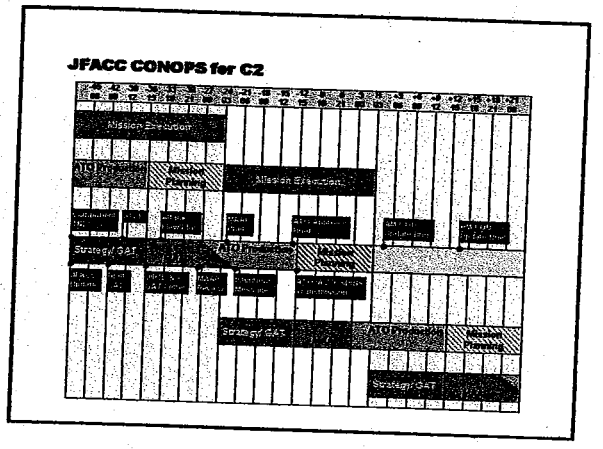
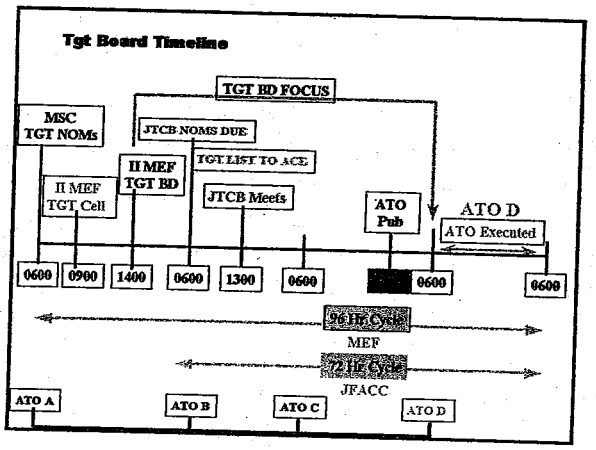
Commander's Daily Briefing Format

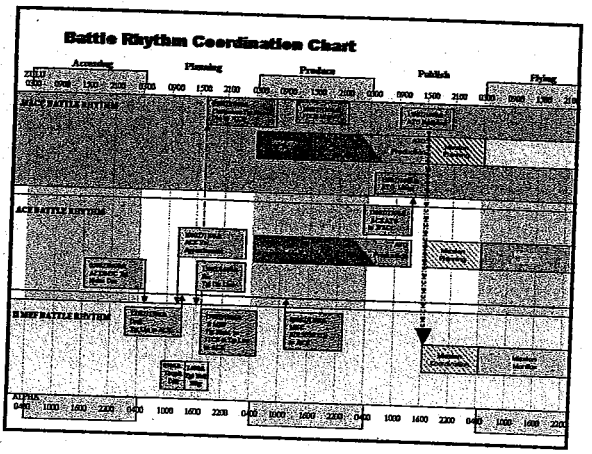












Commander's Daily Briefing Format

CLASSIFICATION

Time Conversion Chart

MMDDYY

Local Time	Ex Alpha	Ex Zulu
0800		
0900		
1000		
1100		
1200		
1300		
1400		
1500		
1600		
1700		
1800		

CLASSIFICATION 7

CLASSIFICATION

Daily Schedule for DDIMMIYY

0600	ACE Tgt Noms to II MEF, G-3 Fires
0730	AM Brief
(TBD)	MAGTF CMDRS Brief (VTC)
1100	ACE Apportionment Recommendation to II MEF, G-3 Air
1100	AIRSUPREQs Due from MSCs to MEF G-3 Air (Info ACE)
1300	Draft Target List from II MEF G-3 Fires
1300	ACE ATO Shell to JFACC
1500	ACE Recommended Cut Line to II MEF, G-3 Fires
1600	JFACC ATO Published
1800	MEF Target Noms to JFACC & ACE Target list
1830	PM Brief

CLASSIFICATION 8

CLASSIFICATION

CJTF Cmdr's Guidance & Intentions for ATO " "

- FOCUS:
- THEATER TARGETING PRIORITIES

CLASSIFICATION 9

CLASSIFICATION

MEF Cmdr's Guidance & Intentions

CLASSIFICATION 10

CLASSIFICATION

G-1

CLASSIFICATION

CLASSIFICATION

G-1 Daily Strength Report (DSR)

	USMC O	USMC E	USN O	USN E	TOTAL O	TOTAL E
MWHS-2						
MACG-28						
MWSG-27						
CSSD-21						
TOTAL						

CLASSIFICATION 12

Commander's Daily Briefing Format

CLASSIFICATION

G-1 Joint Personnel Status Report (JPERSTAT) From 000000Z To 000000Z

LOCATION	START OF RPT PD	GAINS DUR RPT PD	LOSS DUR RPT PD	END STRTH RPT PD	INITIAL FORCE STRENG	TOTAL GAINS	TOTAL LOSSES
TOTAL							

CLASSIFICATION

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CLASSIFICATION

Medical

CLASSIFICATION

CLASSIFICATION

Medical Status

Combat Casualty		Aircrew	Pax	Total Yesterday	AOA Medevac Intra	AOA Medevac Inter	Medevac Destination EUCOM	Medevac Destination CONUS	TTD
KIA	Hostile	0	0	0	CRTS				
	Non Hostile	0	0	0	-	-	-	-	0
WIA		0	0	0	-	-	-	-	0

AOA Medevac Missions Completed:

- **Total Yesterday:**
- **Total To Date:**

Non Combat Casualty	Yesterday	Destination	TTD
Medevac		En route CONUS	
Remain in AOA		LD/RTFD	

CLASSIFICATION

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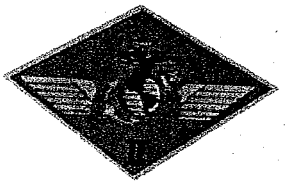
CLASSIFICATION

Weather



CLASSIFICATION

CLASSIFICATION

G-2

CLASSIFICATION

CLASSIFICATION

Significant Events

CLASSIFICATION

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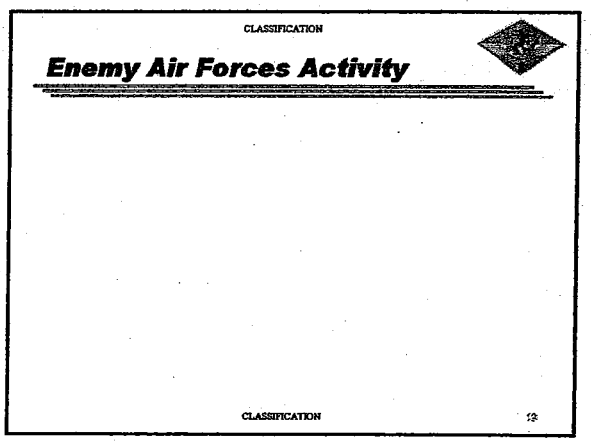
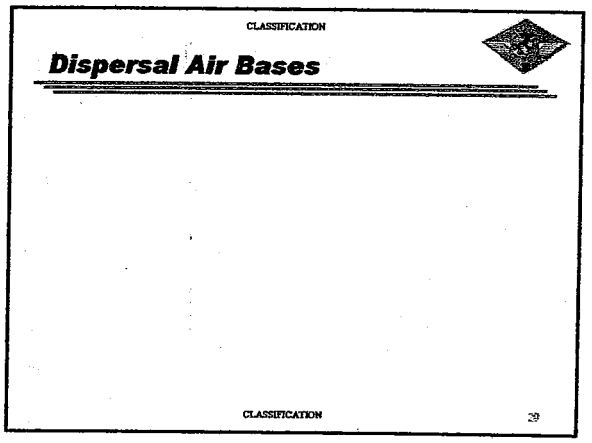
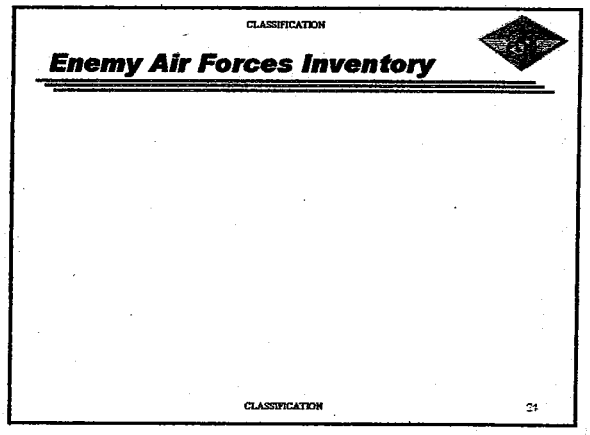
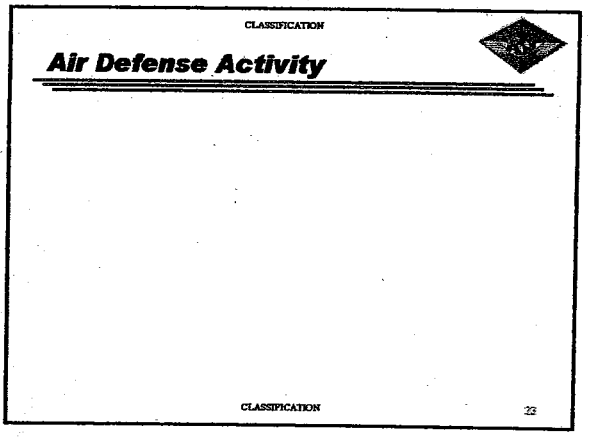
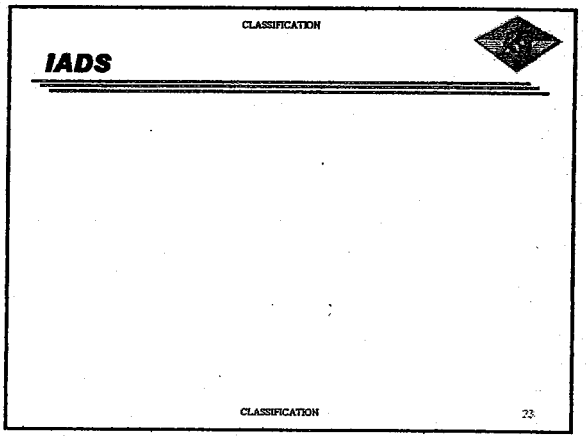
Commander's Daily Briefing Format

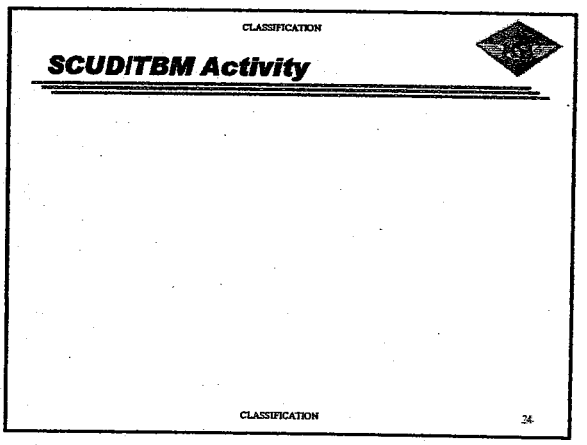












Commander's Daily Briefing Format

CLASSIFICATION

Naval Activity

CLASSIFICATION 25

CLASSIFICATION

Ground Forces Activity

CLASSIFICATION 26

CLASSIFICATION

Most Likely Enemy COA

CLASSIFICATION 27

CLASSIFICATION

II MEF CCIRs

CLASSIFICATION 28

CLASSIFICATION

Command & Control Assessment

CLASSIFICATION 29

CLASSIFICATION

MEF Ground Force Disposition

CLASSIFICATION

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Commander's Daily Briefing Format

CLASSIFICATION

SJA

CLASSIFICATION

CLASSIFICATION

ROE/Legal

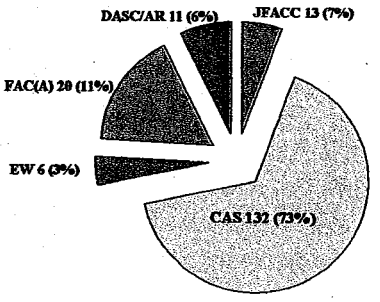
CLASSIFICATION 32

CLASSIFICATION

Future Operations

CLASSIFICATION

SORTIE ALLOCATION ATO C (D+2)



OVERALL TOTAL: 182 SORTIES

II MEF SORTIES BY A/C

AV-8:	64 CAS
F/A-18A:	30 CAS
F/A-18A:	20 FAC Escort
F/A-18D:	20 FAC(A)
F/A-18D:	18 CAS
EA-6B:	06 ESM
KC-130:	03 DASC(A)
KC-130:	08 AR
TOTAL:	169

CAS Alerts: 64
Recce Alerts: 4

JFACC SORTIES BY A/C

F/A-18D:	08 FAC
EA-6B:	05 ESM
TOTAL:	13

CLASSIFICATION

II MEF CMDR's CCIRs

- PIRs

CLASSIFICATION 35

CLASSIFICATION

II MEF CMDR's CCIRs

- FFIRs
- Environmental

CLASSIFICATION 35

Commander's Daily Briefing Format

CCIRs ATO " "

CCIR	Key Tasks	Friendly Intelligence Requirements (FIRs)	Friendly Force Information Requirements (FFIRs)

CLASSIFICATION

Airspace Control Measures

CLASSIFICATION

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CLASSIFICATION

Surveillance Coverage

CLASSIFICATION

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CLASSIFICATION

Weapons Engagement Zones

CLASSIFICATION

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CLASSIFICATION

Current ATO Cycle

Execute	ATO __	DD/MM
ATO Production	ATO __	DD/MM
MAAP	ATO __	DD/MM
GAT	ATO __	DD/MM
Strategy Development	ATO __	DD/MM

CLASSIFICATION

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CLASSIFICATION

2d MAW - CJFACC TASKING

Date & Aircraft	Date ATO A	Date ATO B	Date ATO C	Date ATO D	Date ATO E
F/A-18 A/D	0/8				
AV-8B	0				
EA-6B	5				
KC-130	0				

CLASSIFICATION

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Commander's Daily Briefing Format

CLASSIFICATION

2d MAW Excess Sorties

Date & Aircraft	13 Feb	14 Feb	15 Feb	16 Feb	17 Feb
F/A-18					
AV-8B					
EA-6B					
KC-130					

CLASSIFICATION 43

CLASSIFICATION

Aircraft Beddown Plan

CLASSIFICATION 44

CLASSIFICATION

Current Operations

CLASSIFICATION

CLASSIFICATION

MACCS Operational Status

CLASSIFICATION 46

CLASSIFICATION

ATO " " Scheduled Sorties

CJFACC COMMON USE

	USMC	USN	USAF	JSOTF
OCA				
DCA				
CAS				
INT				
EW				
AEW				
RECCE				
ALERT				
SOF				
ESC				
SEAD				
FAC(A)				

MEF DIRECT SUPPORT

	USMC	USN	USAF
LOG			
CSAR			
USW			
AAR			
SUW			
CAS			
ALERT			
OTHER			

CJTF MISSION SUPPORT TO II MEF

SOURCE	AR TRACKS	TANKERS	RECEIVERS	OFFLOAD	STRIKE
CJFACC					
CJFMCC					

CLASSIFICATION 47

CLASSIFICATION

G-4

CLASSIFICATION

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Commander's Daily Briefing Format

CLASSIFICATION

Aircraft Status By Location

100% - 80% ● 79% - 65% ● < 65% ●

CLASSIFICATION

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CLASSIFICATION

Ordnance Status

100% - 75% ● 74% - 40% ● < 40% ●

CLASSIFICATION

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CLASSIFICATION

DSS

CLASSIFICATION

CLASSIFICATION

ORM OVERVIEW

ATO X

ENVIRONMENT	TERRAIN	○	○	○	●	●	●	○	○	●	●	●	TARGET ACQUISITION
	WEATHER*	●	●	●	●	●	●	●	●	●	●	●	IMPROVED
	ENEMY*	○	○	●	●	○	●	○	○	●	●	●	IAD SITUATION IMPROVED BUT FLUID
CAPABILITIES	ASSETS	●	●	●	●	●	●	●	●	●	●	●	REDUCED UTILIZATION
	PLANNING	○	●	●	●	●	●	●	○	●	●	●	ON-CALL
	PERSONNEL	●	●	●	●	●	●	●	●	●	●	●	HIGHLY MOTIVATED
	OVERALL	○	○	●	●	●	●	○	○	●	●	●	

CLASSIFICATION

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CLASSIFICATION

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CLASSIFICATION

CLASSIFICATION

2d MAW C4I Status

- SIPRNET
- NIPRNET
- AUTODIN
- VTC
- GMF
- NIDTS
- AC-1
- MAGTF-
- LINK
- TMD EW

CLASSIFICATION

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Commander's Daily Briefing Format

CLASSIFICATION

Logistics Status

Class III(POL):
Storage
Capacity
On Hand
Reqmnt

CLASSIFICATION 49

CLASSIFICATION

Logistics Status

Class VII:

GROUND EQUIPMENT READINESS:
COMM/ELECT ENG MT ORD TOTALS

DEADLINE EQUIP INFO:
TAMCN NOMEN AUTH/POSS D/L
RMKS/REASON

CLASSIFICATION 50

CLASSIFICATION

ALD

CLASSIFICATION

CLASSIFICATION

Aircraft Status

100% - 80% 79% - 65% < 65%

CLASSIFICATION 52

CLASSIFICATION

Aircraft Status

100% - 80% 79% - 65% < 65%

CLASSIFICATION 53

CLASSIFICATION

Aircraft Status

AIRCRAFT LOSSES

CLASSIFICATION 54

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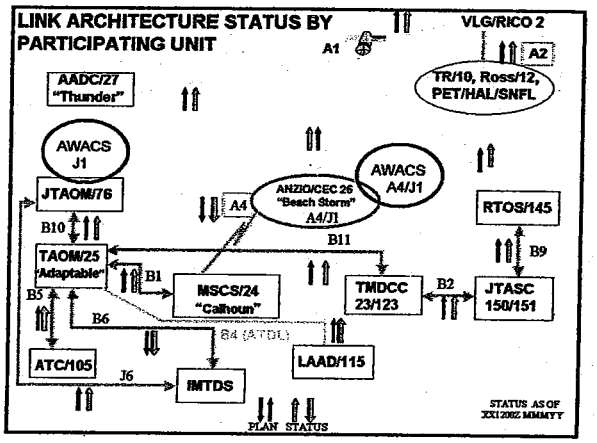
Commander's Daily Briefing Format



QUESTIONS?

1

APPENDIX E
TACC INTELLIGENCE PERSONNEL BASELINE

LIN NUMBER	BILLET	RANK/MOS	T/O SOURCE	T/O LINE NUMBER	T/O RMKS	XTACC	MEB TACC LINE NUMBER
G2							
G201	G2	COL/0202	8600	121			
G202	G2 CHIEF	MGYSGT/0291	8600	123			
G203	G2 ADMIN CLERK	CPL/0231	8600	125			
SIWO							
G204	SIWO	MAJ/0202	8600	128		X	S201
G205	SIWO	CAPT/0202	8604	2			
G206	G2 OPS CHIEF	MSGT/0231	8600	129		X	S202
G207	G2 OPS CLERK	LCPL/0231	8604	5			
ACE INTEL BRIEFER							
G208	BRIEFER	CAPT/0202	8604	2			
G209	BRIEF CLERK	CPL/0231	8604	7			
WX							
G210	WX OFFICER	CWO/6802	MWSG-27	TBD	PENDING TOCR ADD "C" BILLET	X	S203
G211	WX OBSERVER	SSGT/6821	MWSG-27	TBD	PENDING TOCR ADD "C" BILLET	X	S204
G212	WX OBSERVER	SGT/6821	MWSG-27	TBD	PENDING TOCR ADD "C" BILLET		
STAFF CI							
G213	STAFF CI OFFICER	SGT/0211	8600	124		X	S205
G214	CI CLERK	LCPL/0231	8604	8			
FUTURE PLANS INTEL							
G215	FUTURE PLANS INTEL OFFICER	LTCOL/0202	8600	122			
G216	INTEL CHIEF	GYSGT/0231	8604	3			
G217	INTEL ANALYST	SGT/0231	8604	4			
AVIATION INTEL ANALYSIS							
G218	ANALYSIS WATCH O	CAPT/0202	8604	2		X	S206
G219	ANALYSIS WATCH O	LT/0202	8600	141			
G220	ANALYSIS WATCH CHIEF	GYSGT/0231	8604	3		X	S207
G221	ANALYSIS WATCH CHIEF	GYSGT/0231	8604	3			
G222	INTEL ANALYST TM 1	SGT/0231	8604	4		X	S208
G223	INTEL ANALYST TM 1	CPL/0231	8600	142		X	S210
G224	INTEL ANALYST TM 1	LCPL/0231	8600	143		X	S212
G225	INTEL ANALYST TM 1	LCPL/0231	8604	5		X	S213
G226	INTEL ANALYST TM 1/MESS	LCPL/0231	8604	5			
G227	INTEL ANALYST TM 2	SGT/0231	8604	4		X	S209
G228	INTEL ANALYST TM 2	CPL/0231	8600	142		X	S211
G229	INTEL ANALYST TM 2	LCPL/0231	8604	5		X	S214
G230	INTEL ANALYST TM 2	LCPL/0231	8604	8			
G231	INTEL ANALYST TM 2/MESS	LCPL/0231	8604	8			
FUTURE OPS INTEL/TGT DEVELOPMENT (1 POSS MESS)							
G232	FUTURE OPS/TGT DEV INTELO	LT/0207	8600	136		X	S215
G233	FUTURE OPS INTEL CHIEF	GYSGT/0241	8600	148		X	S216
G234	INTEL/TGT ANALYST TM 1	SGT/0241	8604	6			
G235	INTEL/TGT ANALYST TM 1	CPL/0231	8600	137			
G236	INTEL/TGT ANALYST TM 2	SGT/0241	8604	6			
G237	INTEL/TGT ANALYST TM 2	LCPL/0231	8600	138			
TGT VALIDATION/CMBT ASSESSMENT/BDA (1 POSS MESS)							
G238	CA/BDA OFFICER	CAPT/0202	8604	2			
G239	TGT VALIDATION/BDA CHIEF	GYSGT/0231	8604	3			
G240	TGT VAL/BDA ANALYST	SGT/0231	8604	4			
G241	TGT VAL/BDA ANALYST	CPL/0231	8604	7			
G242	TGT VAL/BDA ANALYST	LCPL/0231	8600	138			
C2 ANALYSIS							
G243	SIGINT OFFICER	LT/0206	8600	152		X	S217
G244	SIGINT/ELINT CHIEF	SSGT/2631	TBD		PENDING TOCR ADD "C" BILLET		
G245	SIGINT/ELINT CHIEF	SSGT/2621	8600	153		X	S218
G246	SIGINT ANALYST TM 1	SGT/2621	8600	154	PENDING TOCR TO 2631		
G247	SIGINT ANALYST TM 2	SGT/2621	8600	154	PENDING TOCR TO 2631		
G248	ELINT ANALYST TM 1	SGT/2631	TBD		PENDING TOCR ADD "C" BILLET	X	S219
G249	ELINT ANALYST TM 2	CPL/2631	TBD		PENDING TOCR ADD "C" BILLET	X	S220
G250	ELINT ANALYST TM 2	CPL/2631	TBD		PENDING TOCR ADD "C" BILLET		
COLLECTIONS/RQMTS (1 POSS MESS)							
G251	COLLECTIONS OFFICER	CAPT/0202	8600	132			
G252	COLLECTIONS CHIEF	SSGT/0231	8600	133		X	S221
G253	COLLECTIONS CLERK	SSGT/0241	8600	149		X	S222
G254	COLLECTIONS CLERK	CPL/0231	8604	7		X	S223

APPENDIX E
TACC INTELLIGENCE PERSONNEL BASELINE

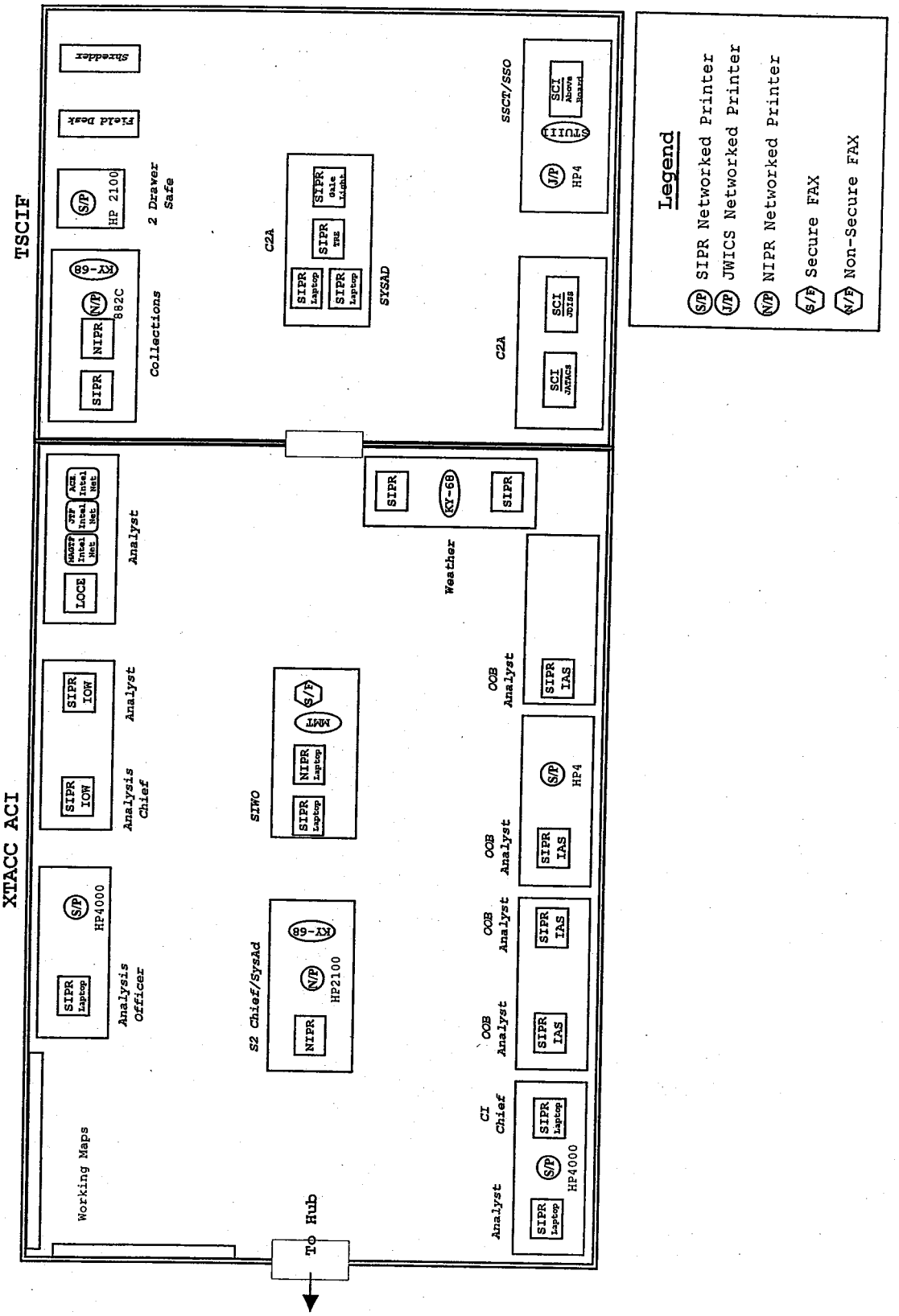
LN NUMBER	BILLET	RANK/MOS	T/O SOURCE	T/O LINE NUMBER	T/O RMKS	XTACC	MEB TACC LINE NUMBER
G255	COLLECTIONS CLERK	LCPL/0231	8600	134			
G256	COLLECTIONS NCOIC	SGT/0241	8604	6			
SSGT/SYSTEMS (1 POSS MESS)							
G257	SSCT/SYSTEMS CHIEF	GYSGT/2651	8606	2		X	S224
G258	SYSTEMS CHF/IAS	CPL/0231	8604	7			
G259	SYSTEMS CLERK	CPL/2651	8606	5		X	S225
G260	SYSTEMS CLERK	CPL/2651	8606	5		X	S226
G261	SYSTEMS CLERK	LCPL/2651	8606	6			
G262	SYSTEMS CLERK	LCPL/2651	8606	6			
SPINTCOM (1 POSS MESS)							
G263	SPINT COM CHIEF	SSGT/2651	8606	3		X	S227
G264	SPINTCOM OP	CPL/2651	8600	156			
G265	SPINTCOMOP	LCPL/2651	8606	6			
TACRECCE LNO TO MEF							
G266	LNO/TACRECCE	CAPT/75XX	CMCC/FAP				
G267	LNO/TACRECCE	CAPT/75XX	TBD				
INTEL LNO							
G268	INTEL LNO	CAPT/0202	TBD		PENDING TOCR ADD "C" BILLET		
TROJAN SPIRIT AUGMENT PACKAGE							
TS01	TS OPERATOR	SGT	II MEF				
TS02	TS OPERATOR	CPL	II MEF				
TS03	TS OPERATOR	CPL	II MEF				
CI HET TM (as rqd - Area Support or DS)							
CI 01	CI OFFICER	CWO/LT/0210/04	II MEF				
CI02	CI SPECIALIST	SGT-GYSGT 0211	II MEF				
CI03	CI SPECIALIST	SGT-GYSGT 0211	II MEF				
CI04	CI SPECIALIST	SGT-GYSGT 0211	II MEF				

APPENDIX F
XTACC INTELLIGENCE PERSONNEL BASELINE

LN NUMBER	BILLET	RANK/MOS	SOURCE
S2			
S201	TACC S2	MAJ/0202	MWHS-2
S202	TACC S2 CHIEF	MSGT/0231	MWHS-2
WX			
S203	WX OFFICER	CWO/6802	MWSG-27
S204	WX FORECASTER	SSGT/6821	MWSG-27
STAFF CI			
S205	STAFF CI OFFICER	SGT/0211	MWHS-2
AVIATION INTEL ANALYSIS			
S206	ANALYSIS OFFICER	CAPT/0202	MWHS-2
S207	ANALYSIS CHIEF	GYSGT/0231	MWHS-2
S208	INTEL ANALYST	SGT/0231	MWHS-2
S209	INTEL ANALYST	SGT/0231	MWHS-2
S2010	INTEL ANALYST	CPL/0231	MWHS-2
S2011	INTEL ANALYST	CPL/0231	MWHS-2
S2012	INTEL ANALYST	LCPL/0231	MWHS-2
S2013	INTEL ANALYST	LCPL/0231	MWHS-2
S2014	INTEL ANALYST	LCPL/0231	MWHS-2
FUTURE OPS/TGT INTEL			
S215	TGTINTELO/FUTURE OPS INTELO	LT/0207	MWHS-2
S216	TGTINTELCHF/FUTURE OPS INTEL CHIEF	GYSGT/0241	MWHS-2
C2 ANALAYSIS			
S217	SIGINTOFFICER	LT/0206	MWHS-2
S218	SIGINTCHIEF	SSGT/2621	MWHS-2
S219	ELINT ANALYST	SGT/2631	TBD
S220	ELINT ANALYST	CPL/2631	TBD
RQMTS/COLLECTIONS			
S221	COLLECTIONS CHIEF	SSGT/0241	MWHS-2
S222	COLLECTIONS CLERK	SSGT/0231	MWHS-2
S223	COLLECTIONS CLERK	CPL/0231	MWHS-2
SYSTEMS/SSCT/SSO			
S224	SSCT/SYSTEMS CHIEF	GYSGT/2651	MWHS-2
S225	SPEC INTEL COMMS/SSO	CPL/2651	MWHS-2
S226	SPEC INTEL COMMS/SSO	CPL/2651	MWHS-2
S227	SSCT/SSO/EMBARK	SSGT/2651	MWHS-2

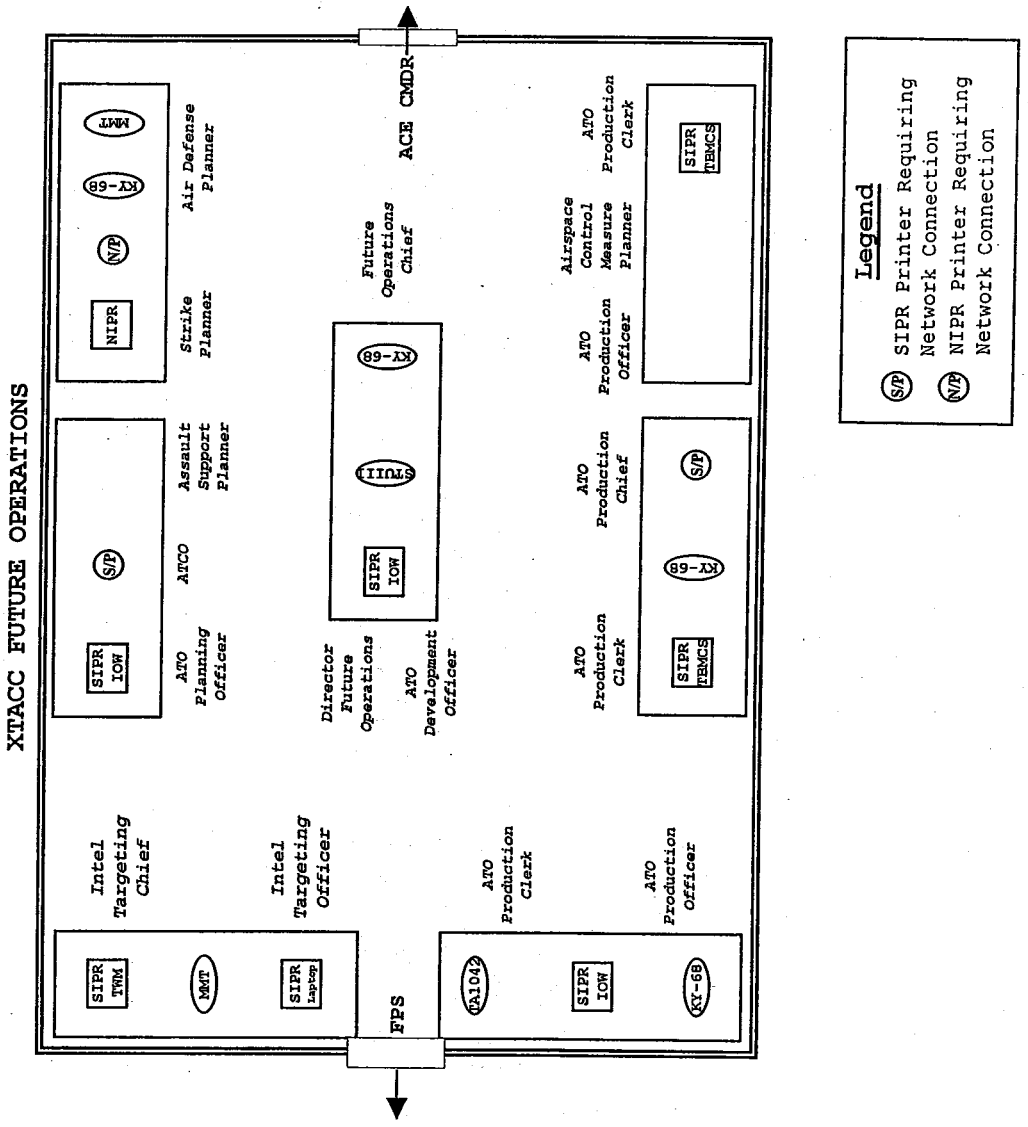
APPENDIX G

TACC & XTACC ACI LAYOUT



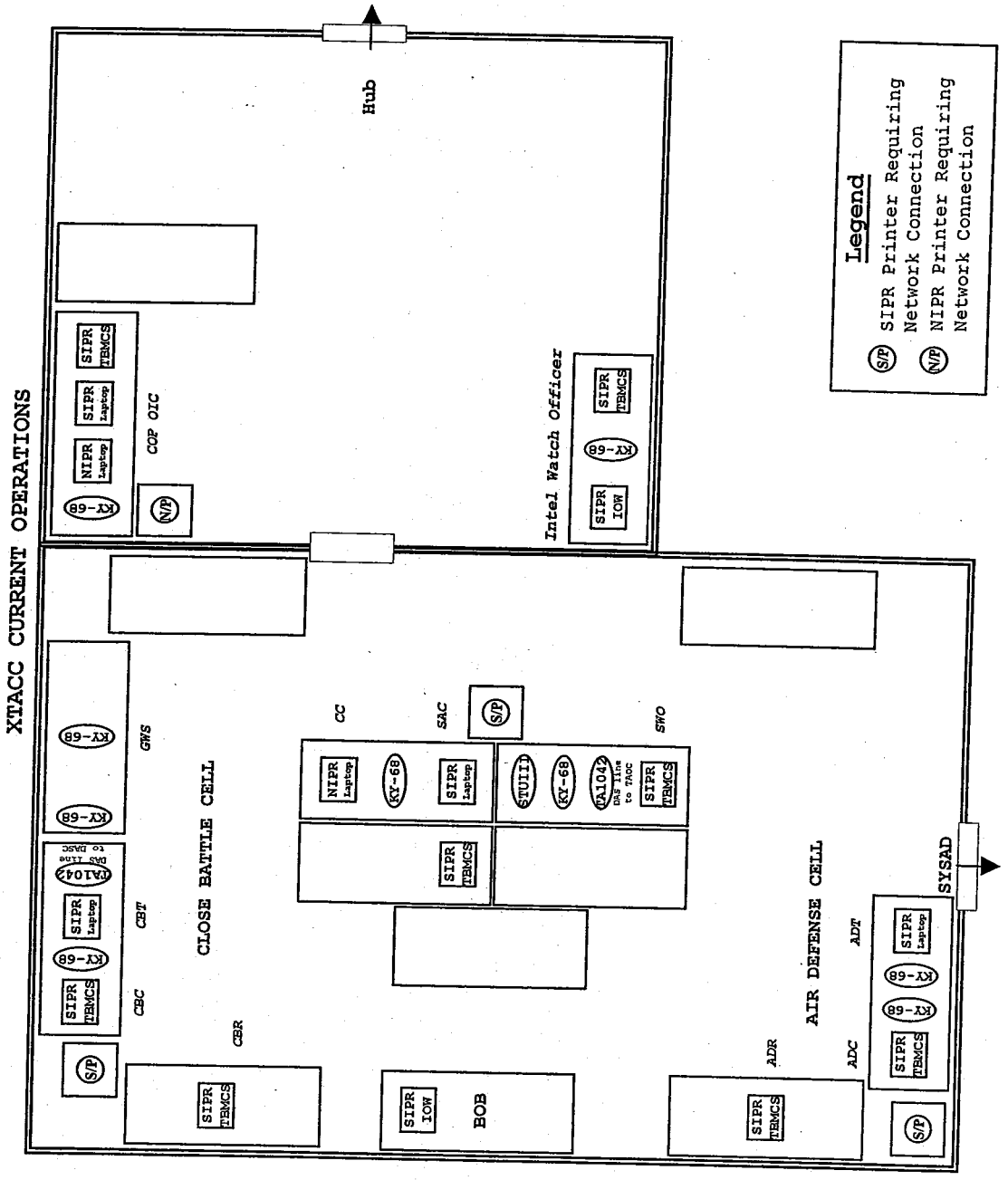
APPENDIX G

TACC & XTACC ACI LAYOUT



APPENDIX G

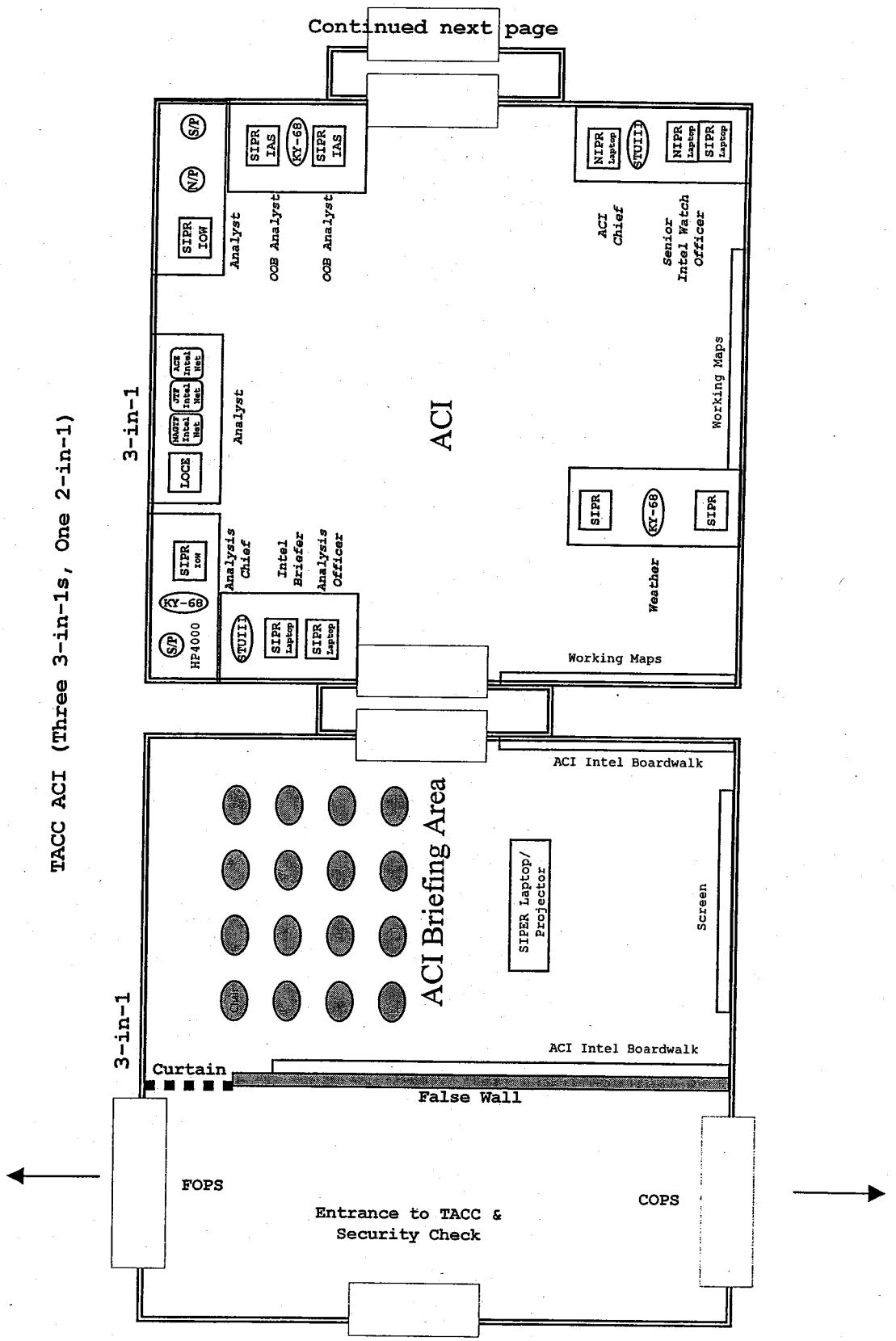
TACC & XTACC ACI LAYOUT



APPENDIX G

TACC & XTACC ACI LAYOUT

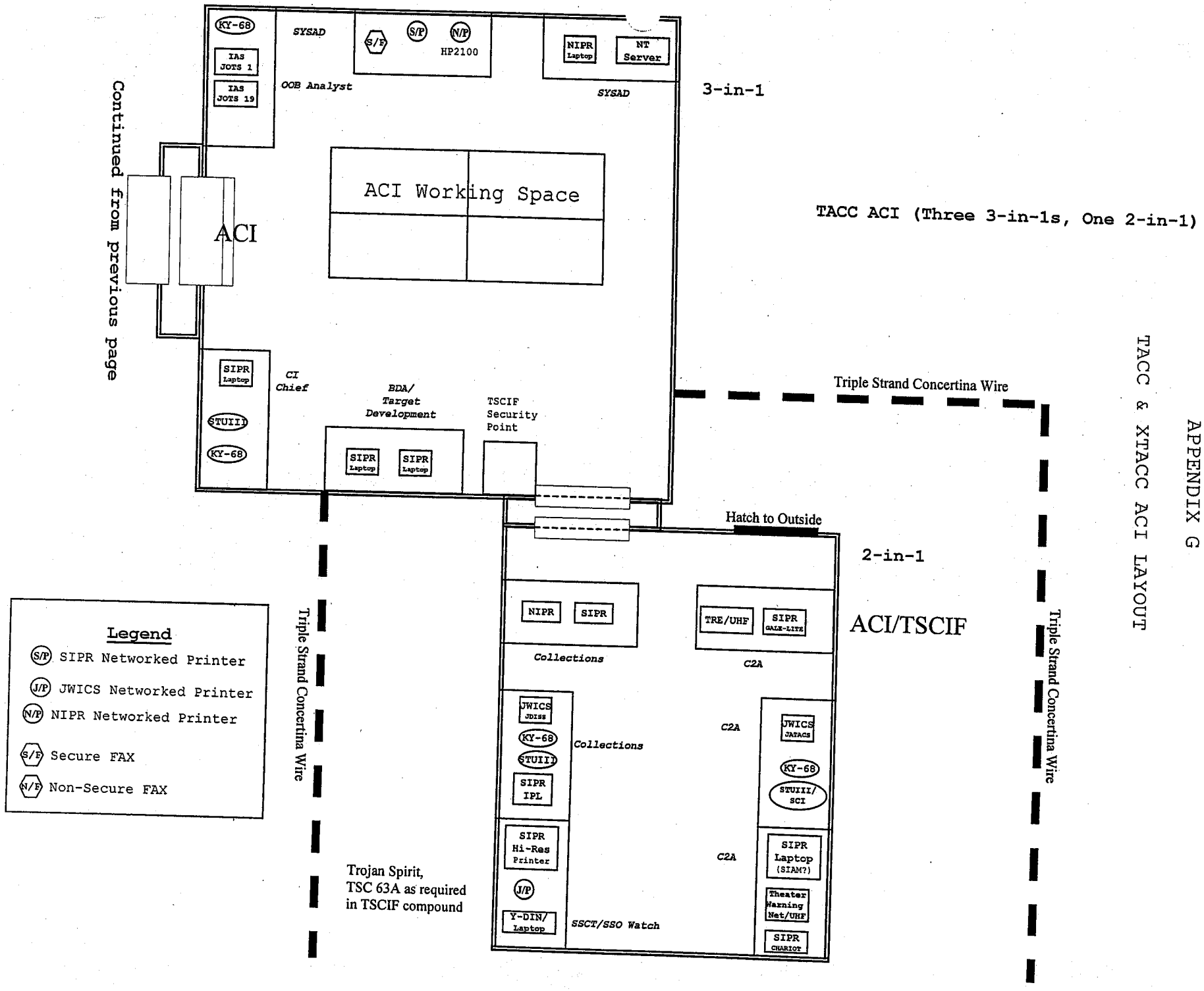
Continued next page



APPENDIX G

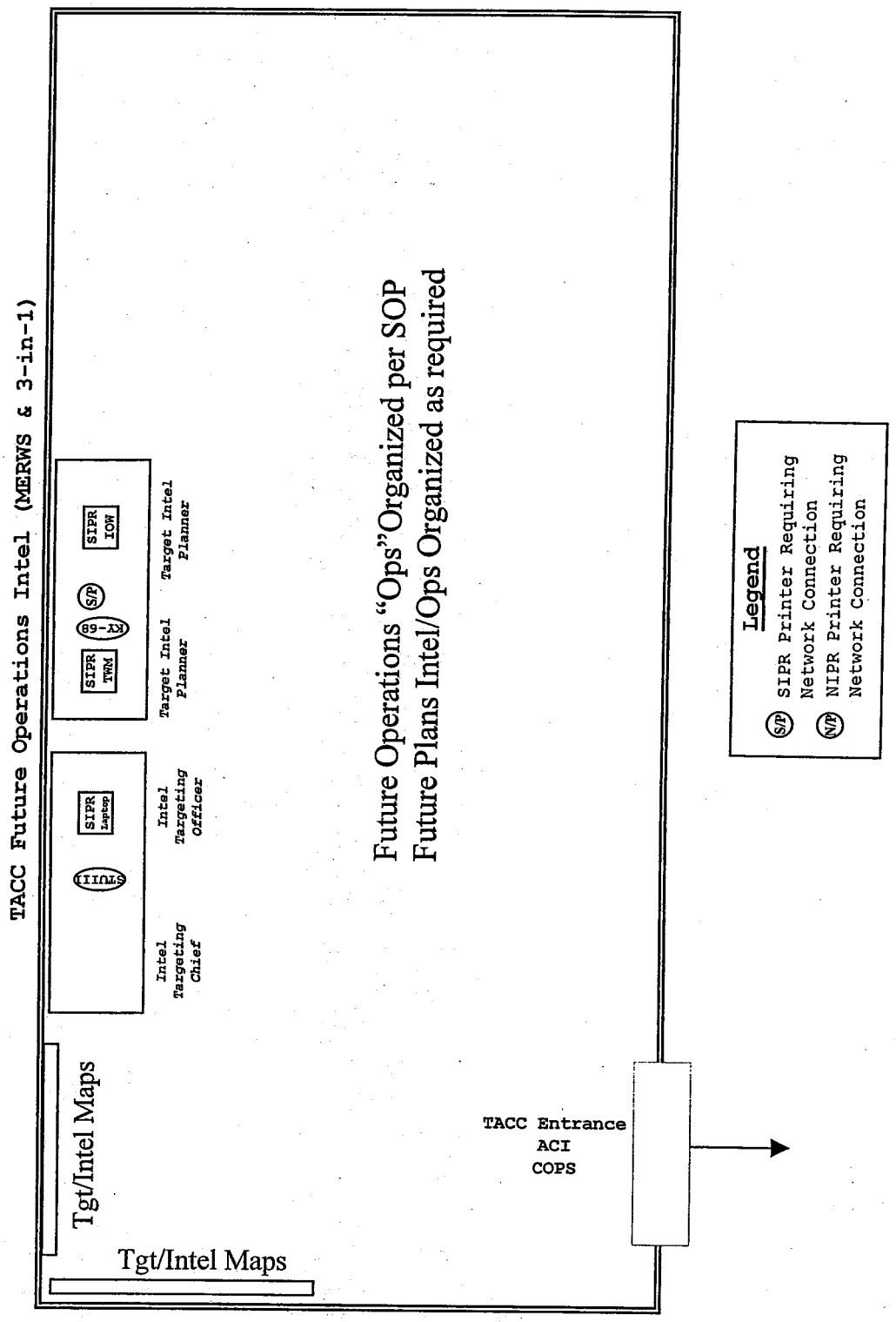
TACC & XTACC ACI LAYOUT

TACC ACI (Three 3-in-1s, One 2-in-1)



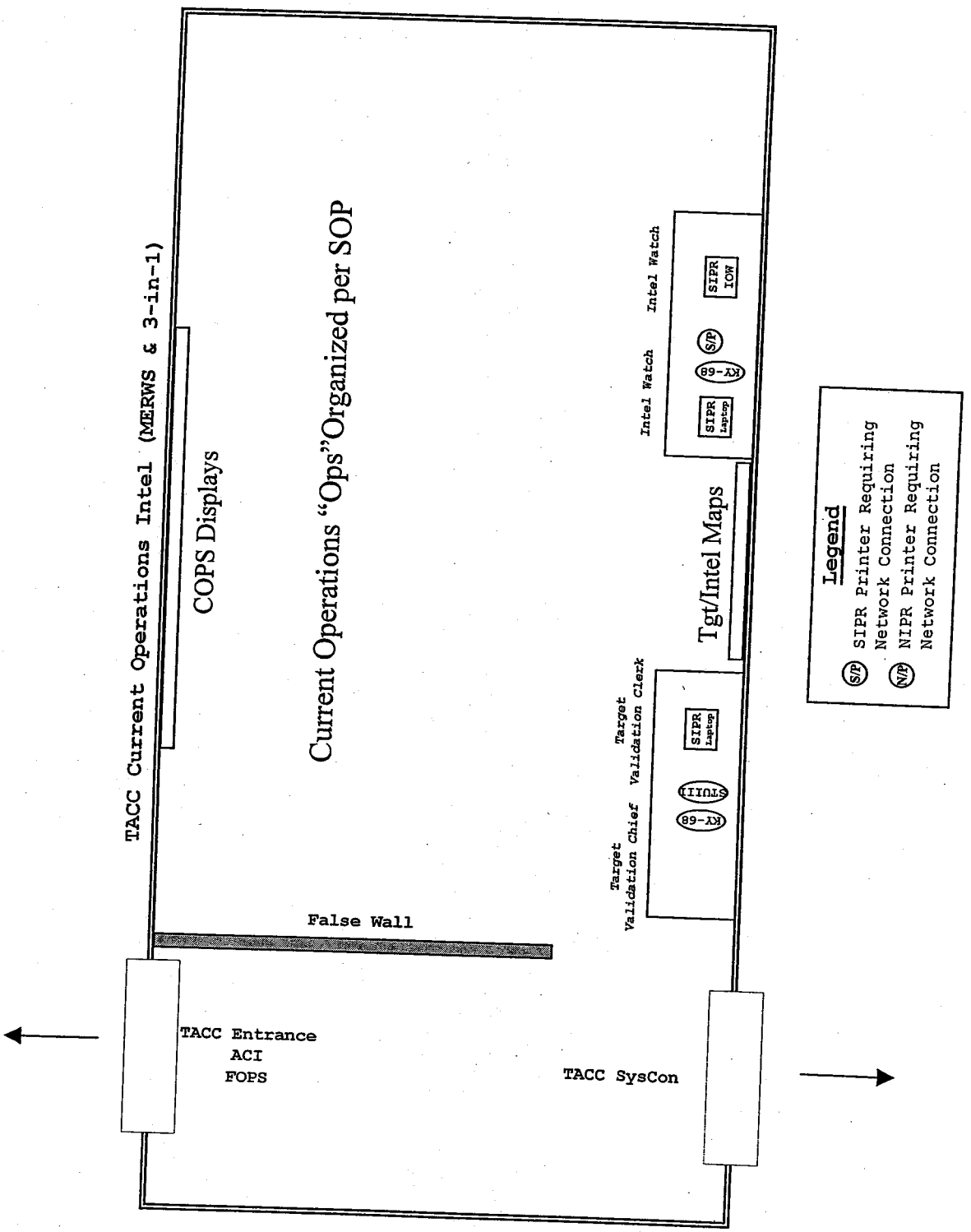
APPENDIX G

TACC & XTACC ACI LAYOUT



APPENDIX G

TACC & XTACC ACI LAYOUT



Appendix H

Intelligence Connectivity in 2d MAW TACC, XTACC, FLIC and Sqdrn Intel

Connectivity	G2 Configuration			
System:	TACC	XTACC	FLIC	SQDRN
JWICS	R	P	NR	NR
JDISS	R	P	NR	NR
JATACS	R	P	NR	NR
YDIN	R	P	NR	NR
ABOVE BOARD	P	P	NR	NR
63A	R	NR	NR	NR
SIPERNET	R	R	R	P
Workstations	R	R	R	P
IAS	R	P	NR	NR
IOW	R	R	R	P
IPL	P	NR	NR	NR
GALE LITE	R	R	NR	NR
NATO SECURE NET	P	P	P	NR
LOCE	P	P	P	NR
NIPERNET	P	P	P	NR
Workstations	P	P	P	NR
UHF SATCOM@SI	P	P	P	NR
Theater I/W Net	P	P	P	NR
UHF SATCOM@Genser	R	R	P	NR
M22/CHARIOT	R	R	NR	NR
Intel Broadcast - TRE/CTT/JTT	R	R	NR	NR
Theater I/W Net	P	P	P	NR
HF	R	R	R	NR
LF Intel	R	R	NR	NR
ACE Intel	R	R	R	NR
Telephone	R	R	R	R
KY68	R	R	R	R
STU III	R	R	R	P
STU III@SI	R	P	NR	NR
Classified Fax (BlackJack)	R	R	P	NR

Legend:	
Required	R
Possible	P
Not Required	NR

Combat Assessment Brief Format

Air Obj 1: Support LCC

Task 1.1: Disrupt LOCs and MSRs.

Purpose: Halt/attrit advancing OPFOR forces.

	Status	Conf	Proj Comp	Assessment
- Task 1.1	○	HI	DD MM	6 Bridges Destroyed over Roanoke (RFI) - 4 damaged (EAK) - 2 destroyed

Progress toward Effect / MoM

Recommendation: Cont to interdict key LOCs/MSRs

Air Obj 1: Support LCC

Task 1.2: Attrit OPFOR forces in Ally Homeland.

Purpose: Halt/attrit advancing OPFOR forces.

	Status	Conf	Proj Comp	Assessment
- Task 1.2	○	MED	TBD	Allies pushing OPFOR north; supplies low - 8 X T-62 destroyed; Re-rolled air support effective. SOF HQ dest

Progress toward Effect / MoM

Recommendation: Re-roll XXth AD fwd log base; CAS/AI

Air Obj 2: Maintain Air Superiority over OPFOR

Task 2.1: Continue to degrade OPFOR IADS

Purpose: Enable friendly CAS and AI missions to maneuver freely in support of ground forces.

	Status	Conf	Proj Comp	Assessment
- Task 2.1	⊖	MED	DD MM	IADS continues to Degrade: - 1X SA-3 - 3X SA-6 Destroyed

Progress toward Effect / MoM

Recommendation: TLAMS planned for 4 X SA-2; 1X SA-3

Air Obj 2: Maintain Air Superiority over Ally Homeland

Task 2.2: Deny OPFOR the ability to conduct coordinated air combat operations.

Purpose: Enable friendly CAS and AI missions to maneuver freely in support of ground forces.

	Status	Conf	Proj Comp	Assessment
- Task 2.2	●	HI	DD MM	Coordinated AIROPS in SOC 1 degraded. (9 EW/GCI, 3 RDOCS)

Progress toward Effect / MoM

Recommendation: Continue to disrupt SOC1 C3 & A/C Facs

Air Obj 3: Degrade and deny OPFOR C3

Task 3.1: Disrupt National C3.

Purpose: Isolate and incapacitate OPFOR's C3 ability to support fielded forces and populace.

	Status	Conf	Proj Comp	Assessment
- Task 3.1	⊖	HI	DD MM	OPFOR leader's comm seriously degraded (Comm/Mic relay 8 & COAX term 8)

Progress toward Effect / MoM

Recommendation: Strike COAX nodes, RADRELS, TROPO

Air Obj 3: Degrade and deny OPFOR C3

Task 3.2: Disrupt SOCs C3.

Purpose: Isolate and incapacitate OPFOR's C3 ability to support fielded forces and populace.

	Status	Conf	Proj Comp	Assessment
- Task 3.2	⊖	HI	DD MM	Wpns engage/release confusion to SOCs likely - SOC 1 C3 seriously Degraded)

Progress toward Effect / MoM

Recommendation: Strike COAX nodes, RADRELS, TROPO (SOC 2 & 3/RDOCS (ATO "OA")

Combat Assessment Brief Format

Air Obj 3: Degrade and deny OPFOR C3

Task 3.3: Disrupt fielded forces' C3.

Purpose: Isolate and incapacitate OPFOR's C3 ability to support fielded forces and populace.

	Status	Conf	Proj Comp	Assessment
Task 3.3	○	HI	DD MM	No substantial damage to fielded forces internal C3 noted. (no status change)

Progress toward Effect / MoM

Recommendation: Disrupt SOC subordinate echelon C3 nodes

Air Obj 4: Continue to degrade OPFOR WMD/TMD capability

Task 4.1 Destroy / disrupt known OPFOR WMD R&D production / Storage facilities.

Purpose: Minimize the effective employment of SCUDs and WMD.

	Status	Conf	Proj Comp	Assessment
Task 4.1	●	TBD	TBD	No OPFOR WMD targets struck to date

Progress toward Effect / MoM

Recommendation: Strike WMD tgts on ATO "OA"

Air Obj 4: Continue to degrade OPFOR WMD/TMD capability

Task 4.2 Destroy/Disrupt known SCUD prod/trng/ log facilities.

Purpose: Minimize the effective employment of SCUDs and WMD.

	Status	Conf	Proj Comp	Assessment
Task 4.2	●	TBD	DD MM	No SCUD Facilities targets struck to date

Progress toward Effect / MoM

Recommendation: Strike Tgts on ATO "OA"

Air Obj 4: Continue to degrade OPFOR WMD/TMD capability

Task 4.3 Degrade C3 between SCUD firing units and HHQ.

Purpose: Minimize the effective employment of SCUDs and WMD.

	Status	Conf	Proj Comp	Assessment
Task 4.3	◔	TBD	TBD	C3 from National HQ to SOC/SCUDBDE HQs assessed as degraded

Progress toward Effect / MoM

Recommendation: TST Strike identified/located SCUD unit

Air Obj 4: Continue to degrade OPFOR WMD/TMD capability

Task 4.4 Locate and Destroy SCUD missiles/ launchers.

Purpose: Minimize the effective employment of SCUDs and WMD.

	Status	Conf	Proj Comp	Assessment
Task 4.4	◔	MED	TBD	TST (F-14/18/EA-6B) strike on SCUD hide loc - 100% damage (pilot debrief;confirm pend)

Progress toward Effect / MoM

Recommendation: Continue TST SCUD prosecution

Air Obj 4: Continue to degrade OPFOR WMD/TMD capability

Task 4.5 Degrade SCUD movement capability.

Purpose: Minimize the effective employment of SCUDs and WMD.

	Status	Conf	Proj Comp	Assessment
Task 4.5	◔	TBD	TBD	No degradation noted; although disrupted LOCS, bridges may degrade SCUD mvmt.

Progress toward Effect / MoM

Recommendation: Interdict major LOCs in SCUD launch boxes.

Combat Assessment Brief Format

Air Obj 4: Continue to degrade OPFOR WMD/TMD capability

Task 4.6 Prevent Third Country from supplying SCUDs to OPFOR.

Purpose: Minimize the effective employment of SCUDs and WMD.

	Status	Conf	Proj Comp	Assessment
- Task 4.6	●	TBD	TBD	No movement on this task.

Progress toward Effect / MoM

Recommendation:

Air Obj 5: Support MCC in maintaining of maritime superiority

Task 5.1 Support MCC freedom of movement in Gulf.

Purpose: Support the MCC in gaining and maintaining maritime superiority.

	Status	Conf	Proj Comp	Assessment
- Task 5.1	●	HI	DD MM	NAVFOR has declared maritime superiority; - NB 3 isolated

Progress toward Effect / MoM

Recommendation: NB 1 & 2 on ATO "OA"

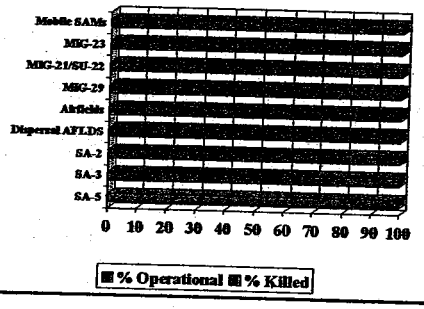
Operational Assessment

AIR OBJECTIVES:	DD	DD	DD	DD	DD	DD
1. LCC Related Goals:	●	●	○	○	○	●
2. Air superiority over KA:	●	◐	○	○	◐	
3. C3 superiority:	●	◐	○	○	◐	●
4. Korona WMD/TBM capability:	●	●	●	●	◐	
5. JFMCC Related Goals:	●	●	○	◐	●	

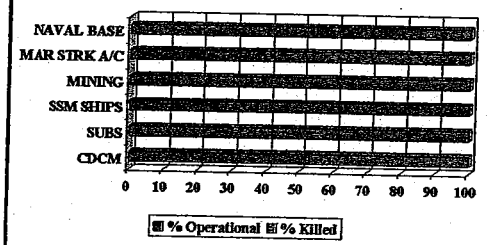
Today's Date: ☐ Projected Completion: ●

Progress toward Effect / MoM

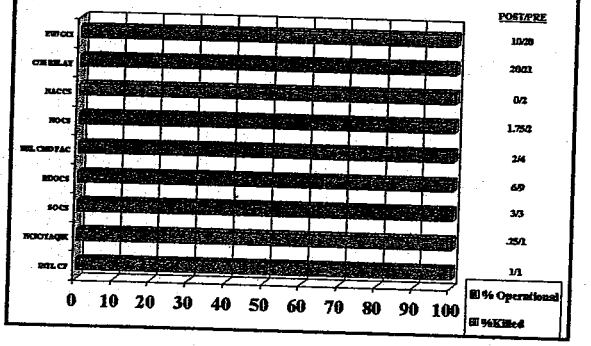
AOB OPFOR



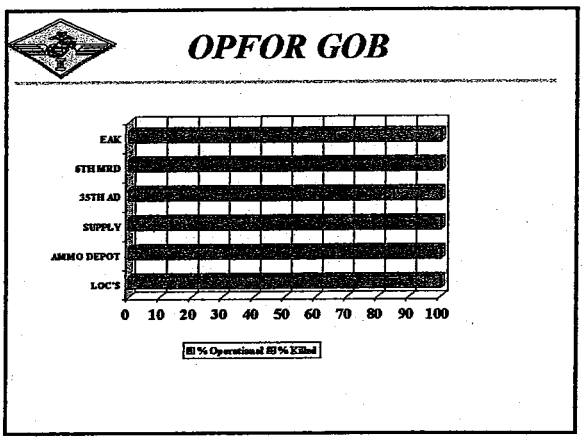
NOB OPFOR

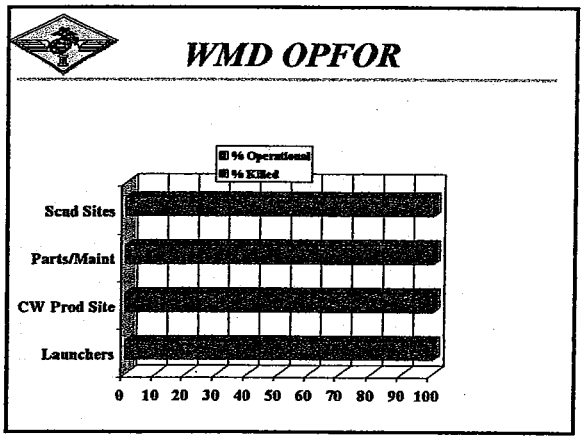


C3 OPFOR



Combat Assessment Brief Format





CCIR Matrix

CCIR	Key Tasks	Priority Intelligence Requirements (PIRs)	Friendly Force Information Requirements (FFIRs)
		•	•
		•	•
		•	•
		•	•
		•	•
		•	•
		•	•

APPENDIX K

DAILY STRENGTH REPORT FORMAT

FM (UNIT SUBMITTING REPORT)
TO CG SECOND MAW/G-1//
BT
NATO RESTRICTED N01000//
MSGID/GENADMIN/UNIT//
SUBJ: DSR 001-00 AS OF 0800, _____ (DATE)
REF/A/DOC/980508//
AMPN: REF A IS II MEF CPX OPORD 00//
POC/INIT NAME/GRADE/BILLET UNIT//
RMKS/1. PER THE REF THE FOL IS SUB:

A. TOTAL STRENGTH LAST REPORT:

B. NUMBER OF DEATHS SINCE LAST REPORT:

C. NUMBER HOSPITIALIZED SINCE LAST REPORT:

D. OTHER LOSSES SINCE LAST REPORT (EXPLAIN):

E. TOTAL LOSSES SINCE LAST REPORT (B+C+D):

F. TOTAL GAINED SINCE LAST REPORT (EXPLAIN):

G. TODAY'S OPS STRENGTH (A-E+F):

2. PERSONNEL ON-HAND (MALE AND FEMALE):

	MARINE	NAVY	OTHER	SUBTOTAL	
	OFF/ENL	OFF/ENL	OFF/ENL	OFF/ENL	CIV
UNIT TOTAL					
MWHS-2					
MAG-14					
MAG-26					
MWSG-27					
MACG-28					
MAG-29					
MAG-31					
GRAND TOTAL					

(Note 1: Grand total should equal the sum of the "SUBTOTAL" column)
(Note 2: Personnel who fall into the "other" category will be identified by grade, name, and component immediately following the MSC total)
(Note 3: The "TOTAL" column will add all Officers, Enlisted and Civilians together)

3. FEMALE PERSONNEL (ONLY) ON-HAND:

	MARINE	NAVY	OTHER	SUBTOTAL	
	OFF/ENL	OFF/ENL	OFF/ENL	OFF/ENL	CIV
UNIT TOTAL					
MWHS-2					
MAG-14					
MAG-26					
MWSG-27					
MACG-28					
MAG-29					
MAG-31					
GRAND TOTAL					

4. MORALE STATUS:

5. DISCIPLINARY SITUATION:

6. REMARKS: (Provide justification for administrative losses or gains, e.g. personnel who were double counted, addition/subtraction errors, critical personnel shortages, etc).

APPENDIX L

JOINT PERSONNEL STATUS REPORT

The column headings are as follows:
START - the starting strength for the reporting period.
GAIN - new additions to the unit.
RTD - returned from duty; personnel that had previously been counted as a loss.
LOSS - losses during the reporting period; the sum of DH, DO, WO, and IOI.
DH - deaths due to hostile actions.
DO - deaths due to actions other than hostilities
WH - wounded due to hostile actions.
IOI - wounded due to actions other than hostilities and illnesses.
END - the end strength for the reporting period; START + GAIN + RTD - LOSS.

FM (UNIT SUBMITTING REPORT)
TO CG SECOND MAW//G-1//
BT
NATO RESTRICTED N01000//
MSGID/GENADMIN/UNIT//
SUBJ: JPERSTAT 00 AS OF 0800, _____ (DATE)
REF/A/DOC/000110//
AMPN: REF A IS II MEF CPX OPORD 00//
POC/INIT NAME/GRADE/BILLET UNIT//
RMKS/1. PER THE REF THE FOL IS SUB:

1. MILITARY

MSC/	START	GAIN	RTD	LOSS	DH	DO	WH	IOI	END	NOTE
MWHS-2/	/	/	/	/	/	/	/	/	/	
MAG-14/	/	/	/	/	/	/	/	/	/	
MAG-26/	/	/	/	/	/	/	/	/	/	
MWSG-27/	/	/	/	/	/	/	/	/	/	
MACG-28/	/	/	/	/	/	/	/	/	/	
MAG-29/	/	/	/	/	/	/	/	/	/	
MAG-31/	/	/	/	/	/	/	/	/	/	
TOTAL/	/	/	/	/	/	/	/	/	/	

2. CIVILIANS

MSC/	START	GAIN	RTD	LOSS	DH	DO	WH	IOI	END	NOTE
MWHS-2/	/	/	/	/	/	/	/	/	/	
MAG-14/	/	/	/	/	/	/	/	/	/	
MAG-26/	/	/	/	/	/	/	/	/	/	
MWSH-27/	/	/	/	/	/	/	/	/	/	
MACG-28/	/	/	/	/	/	/	/	/	/	
MAG-29/	/	/	/	/	/	/	/	/	/	

MAG-31/	/	/	/	/	/	/	/	/	/
TOTAL/	/	/	/	/	/	/	/	/	/

3. FEMALES

MSC/	START	GAIN	RTD	LOSS	DH	DO	WH	IOI	END	NOTE
MWHS-2/	/	/	/	/	/	/	/	/	/	
MAG-14/	/	/	/	/	/	/	/	/	/	
MAG-26/	/	/	/	/	/	/	/	/	/	
MWSG-27/	/	/	/	/	/	/	/	/	/	
MACG-28/	/	/	/	/	/	/	/	/	/	
MAG-29/	/	/	/	/	/	/	/	/	/	
MAG-31/	/	/	/	/	/	/	/	/	/	
TOTAL/	/	/	/	/	/	/	/	/	/	

4. BY LOCATION

LOCATION/	START	GAIN	RTD	LOSS	DH	DO	WH	IOI	END	NOTE
1/	/	/	/	/	/	/	/	/	/	
2/	/	/	/	/	/	/	/	/	/	
3/	/	/	/	/	/	/	/	/	/	
TOTAL										

NOTES:

SAMPLE LOGISTICS STATUS REPORT

```
FM  APPLICABLE GROUP
TO  CG SECOND MAW//G4/OPS//
BT
CLASSIFICATION
MSGID/GENADMIN/UNIT//
SUBJ/LOGISTICS STATUS REPORT #XX AS OF DTG//
REF/A/DOC/SECOND MAW/DTG//
RMKS/1.  PER REF A THE FOL LOGSTAT IS PROVIDED:
1.A (U) STATEMENT OF LOGISTICS:
1.B (U) EQUIPMENT READINESS:
1.C (U) GROUND EQUIPMENT READINESS:  XX%
UNIT      C/E      ENGR        MT        ORD        TOTAL
1.D (U) DEADLINE EQUIPMENT
TAMCN     NOMEN    AUTH/POSS   DDL       RMKS
1.E (U) SUPPLY READINESS
CL  I     III      IV          V         VIII       IX
1.F (U) SIGNIFICANT LOGISTIC PROBLEMS OR ASSISTANCE REQUIRED://
BT
#
NNNN
```

APPENDIX N

DAILY SITREP

CLASSIFICATION/OPERATION
(CLASSIFIED When Filled In)

P XXXXXXZ JUN 00
FM CG SECOND MAW//G3//
TO CG II MEF//G3//
INFO MAG FOURTEEN//S3//
MAG TWO SIX//S3//
MWSG 27//S3//
MACG TWO EIGHT//S3//
MAG TWO NINE//S3//
MAG THREE ONE//S3//
MWHS TWO//S3//
BT
CLASSIFICATION //N03000//

MSGID/SITREP/SECOND MAW/-/JUN//
SUBJ/CG SECOND MAW SITREP NO 001 (PRD COVERED DTG) (U)//
REF/A/DOC/SECOND MAW/DTG//
REF/B/DOC/II MEF/DTG//
REF/C/DOC/II MEF/
AMPN/REF A IS 2D MAW OPERATIONS ORDER. REF B IS II MEF OPERATIONS ORDER. REF C IS II MEF CP SOP.//
POC/I.M. MARINE/LTCOL/2D MAW FOPS/TEL:DSN 582-XXXX//
RMKS/1. (U) TASK ORGANIZATION: PER REFS A AND B; NO CHANGES
1.A. (U) SECOND MAW: MAJGEN XXXXX
1.B. (U) MAG 14: COL XXXXX
1.C. (U) MAG 26: COL XXXXX
1.D. (U) MWSG-27: COL XXXXX
1.E. (U) MACG-28: COL XXXXX
1.F. (U) MAG-29: COL XXXXX
1.G. (U) MAG-31: COL XXXXX
1.H. (U) MWHS-2: LTCOL XXXXX
2. (U) UNIT LOCATIONS:
2.A. (U) SECOND MAW:
2.B. (U) MAG 14:
2.C. (U) MAG 26:
2.D. (U) MWSG-27:
2.E. (U) MACG-28:
2.F. (U) MAG-29:
2.G. (U) MAG-31:
3.(U) EVENTS SUMMARY:
3.A. (U) SIGNIFICANT EVENTS PAST 24 HOURS:
3.B. (U) FUTURE EVENTS NEXT 48 HOURS:
3.C. (U) SUPPORTING OPERATIONS:
3.D. (U) INTELLIGENCE SITUATION:

DAILY SITREP

3.D.1. (U) GENERAL ENEMY SITUATION:
3.D.2. (U) ENEMY OPERATIONS:
3.D.3. (U) OTHER INTELLIGENCE FACTORS:
3.D.4. (U) COUNTER INTELLIGENCE FACTORS:
4. (U) PERSONNEL SUMMARY:
4.A. (U) ON HAND (DEPLOYABLE/NONDEPLOYABLE)

	USMC		USMCR		USN		
	OFF	ENL	OFF	ENL	OFF	ENL	
4.A.1. (U) UNIT COMMAND ELEMENT							
PCS	0/0	0/0	0/0	0/0	0/0	0/0	
TAD	0/0	0/0	0/0	0/0	0/0	0/0	
SUBTOTAL	0/0	0/0	0/0	0/0	0/0	0/0	
4.A.2. (U) DETACHMENTS							
DET, UNIT	0/0	0/0	0/0	0/0	0/0	0/0	
DET, UNIT	0/0	0/0	0/0	0/0	0/0	0/0	
DETACHMENT SUBTOTAL	0/0	0/0	0/0	0/0	0/0	0/0	
4.A.3. (U) CE TOTAL	0/0	0/0	0/0	0/0	0/0	0/0	
4.A.4. (U) GCE							
INF BN	0/0	0/0	0/0	0/0	0/0	0/0	
ATTACHMENTS	0/0	0/0	0/0	0/0	0/0	0/0	
4.A.5. (U) GCE TOTAL	0/0	0/0	0/0	0/0	0/0	0/0	
4.A.6. (U) ACE							
SQDN	0/0	0/0	0/0	0/0	0/0	0/0	
SQDN DET	0/0	0/0	0/0	0/0	0/0	0/0	
4.A.7. (U) ACE TOTAL	0/0	0/0	0/0	0/0	0/0	0/0	
4.A.8. (U) CSSE							

DAILY SITREP

DET	0/0	0/0	0/0	0/0	0/0
0/0					
PLT	0/0	0/0	0/0	0/0	0/0
0/0					
PLT	0/0	0/0	0/0	0/0	0/0
0/0					
4.A.9. (C) CSSE TOTAL	0/0	0/0	0/0	0/0	0/0
0/0					
4.A.10. (C) UNIT TOT	0/0	0/0	0/0	0/0	0/0
0/0					

4.B. (C) PERSONNEL ADMIN:

	CE	GCE	ACE	CSSE	TOTAL
CM/NJP	0/0	0/0	0/0	0/0	0/0
PROM	0/0	0/0	0/0	0/0	0/0
EMERG LV	0/0	0/0	0/0	0/0	0/0
MEDEVAC:	0/0	0/0	0/0	0/0	0/0
JOINS:	0/0	0/0	0/0	0/0	0/0
TRANSFERS:	0/0	0/0	0/0	0/0	0/0
OTHER: TAD	0/0	0/0	0/0	0/0	0/0

PAGE 08 RUCOMCC4715 CLASSIFICATION

5. (U) LOGISTICS:

5.A. (U) STATEMENT OF LOGISTICS.

5.B. (U) EQUIPTMENT READINESS:

5.C. (U) GROUND EQUIPMENT READINESS: 00.0%

UNIT	COMM/ELECT	ENG	MT	ORD	TOTALS
UNIT	00.0	00.0	00.0	00.0	00.0
CE	00.0	00.0	00.0	00.0	00.0
GCE	00.0	00.0	00.0	00.0	00.0
CSSE	00.0	00.0	00.0	00.0	00.0
ACE	00.0	00.0	00.0	00.0	00.0

5.D (U) DEADLINE EQUIP INFO:

TAMCN	NOMEN	AUTH/POSS	DDL	RMKS/REASON
CE				

5.E (U) SIGNIFICANT PROBLEMS OR ASSISTANCE REQUIRED:

6. (U) AVIATION SUMMARY:

6A.1(U) SORTIES/OPERATIONS/FLIGHT HOURS:

	SORTIES	FLT HRS	CARGO	PAX
CH-46E	0/0	00.0/00.0	0000	00
CH-53E	0/0	00.0/00.0	0000	00
AH-1W	0/0	00.0/00.0	0000	00
UH-1N	0/0	00.0/00.0	0000	00
AV-8B	0/0	00.0/00.0	0000	00
KC-130	0/0	00.0/00.0	0000	00
EA-6B	0/0	00.0/00.0	0000	00

F/A-18A	0/0	00.0/00.0	0000	00
F/A-18D	0/0	00.0/00.0	0000	00

6A.2 (U) COMBAT READINESS PERCENTAGE (CRP): N/A

6B.(U) AIRCRAFT AVAILABILITY: OPERATION

	A/C	O/H	FMC	PMC	NMCS	NMCM
CH-46E						
CH-53E						
AH-1W						
UH-1N						
AV-8B						
KC-130						
EA-6B						
F/A-18A						
F/A-18D						

6C. (U) SIGNIFICANT PROBLEMS OR ASSISTANCE REQUIRED: NONE

6D. (C) GENERAL COMMENTS: NONE

7. (U) COMMUNICATIONS/COMPUTER SYSTEMS: SEE COMSTAT REPORT.

8. (U) COMMANDERS COMMENTS: NONE

BT

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APPENDIX __ (Aviation Logistics Elements) to ANNEX D (Logistics) to OPORD _____ (U)

Ref:

Time Zone:

1. GENERAL The MALS Commander will provide a Support Element (SE) capable of supporting the aviation concept of operation. Based on the concept of operations, the SE may provide the personnel, equipment, replacement parts, or mobile maintenance facilities required to support the squadron in a deployed environment.

2. ( ) CONCEPT. The manner in which the aircraft involved in the operation are to be supported will be identified to include authorizations. The following are examples of the most probable methods of deploying aviation logistics elements:

a. ( ) The MALS SE will operate from the USS LHA/LHD/CV which will remain in the area of operations for the duration of the operation. All support equipment and replacement parts necessary to support the aircraft mix operating from the ships and at remote sites will be provided by the USS LHA/LHD/CV from the ship's Aviation Consolidated Allowance (AVCAL) as authorized by COMNAVAIRPAC/COMSEVENTHFLT.

b. ( ) The MALS SE will airlift to the area of operations providing limited Intermediate Maintenance Activity (IMA) capability, ordnance and supply support.

c. ( ) Each MALS deploying aircraft the respective Fly-In Support Package (FISP) as authorized by CMC ASL and an SE. MALS-XX is designated the host MALS. Each MALS attaching aircraft will provide Peculiar Contingency Support Packages (PCSPs) to the host MALS by (D+15). The SEs from MALS-XX, XX and XX will deploy aboard the TAVB. The TAVB will deploy from Long Beach on D+8 with elements of MALS-XX aboard, The TAVB will stop in Okinawa (D+10) and Iwakuni (D+12) to onload additional SEs. MALS-XX(+) will be operational in the area of operations by (D+20). Complete Engine Repair (CER) capability will remain behind at the current sites. Upon off-load of the TAVB, the TAVB will return to San Diego where it will onload MALS-XX and XX. The TAVB will configure in an underway operational mode to provide additional helo support.

3. ADMINISTRATIVE AND LOGISTICS.

a. ( ) Daily FISDU/AMC flights will be provided for replenishment between _____ and _____.

b. ( ) Additional/special requirements should be requested through the MAGTF and MAG S-3.

4. COMMAND RELATIONSHIPS. Identify where the MALS SE personnel will be attached and the command relationship which will exist. The following are examples of how MALS SEs are normally attached:

a. ( ) The MALS SE will be ADCON to the Commanding Officer HMM-XXX, and OPCON to the USS LHA/LHD/CV.

b. ( ) The MALS SE remains ADCON to the MALS Commander and is OPCON to the deployed squadron Commander.

c. ( ) The MALS Commander retains control of the MALS SE.

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MCAS Cherry Pt, NC 28533
(date time group)

Appendix xx Concept of Aviation Logistics Support to Annex D Logistics/Combat Service Support to OPORD _____

Ref: (a) MCWP 5-1

Time Zone: ____

1. (U) SITUATION

2. (U) MISSION: To provide aviation logistics support for the Aviation Combat Element (ACE).

3. (U) EXECUTION

a. Concept Of Operations.

b. Tasks

c. Reserves

c. Coorinating Instructions

4. (U) ADMINISTRATION AND LOGISTICS

5. (U) COMMAND AND SIGNAL

Tabs: (As required)

A -
B -
C -
D -

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Tab A (Aviation Maintenance Provisions for Aviation Logistics Support) to Appendix 8 (Concept of Aviation Logistic Support) to Annex D (Logistics/Combat Service Support) to Operations Order ___

Ref: (a) _____

Time Zone:

1. (U) GENERAL

The host MALS aircraft maintenance officer (AMO) will coordinate all squadron intermediate and depot maintenance requirements.

2. (U) CONCEPT

a. ( ) Period I.

(1) ( ) Support Equipment (SE) Availability. A listing of all SE that will be on-site through Period I is provided. The SE will be supported using a pool concept, and managed by the MALS AMO.

(2) ( ) I-Level Support. I-level support during Period I will consist of battery maintenance, cryogenics, tire and wheel build-up, support equipment maintenance, and non-destruct inspection (NDI). All augmenting MALS-Support Element (MALS-SE) personnel will consolidate under the host MALS upon arrival.

b. ( ) Period II.

(1) ( ) Support Equipment (SE) Availability. (Update as appropriate.)

(2) ( ) I-Level Support. (Update as appropriate.)

c. ( ) Period III.

(1) ( ) Support Equipment (SE) Availability. (Update as appropriate.)

(2) ( ) I-Level Support. (Update as appropriate.)

3. (U) LOGISTICS AND ADMINISTRATION

a. ( )Aircraft Materiel Readiness Reporting (AMRR). All squadrons will submit an AMRR by 0600 daily to the MALS AMO in the format of enclosure (1) to this appendix.

b. ( ) All requests for planner-estimator (P&E) and ABDR team services will be submitted by the MALS AMO.

c. ( ) Squadrons will request authorization to move SE to remote operating sites from the MALS S-3.

Enclosures:

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Tab B (Aviation Supply Provisions for Aviation Logistics Support) to Appendix 8 (Concept of Aviation Logistic Support) to Annex D (Logistics/Combat Service Support) to Operations Order _____

Ref: (a) Map, Series, Sheet __
(b) OPNAVINST P4790.15 __

Time Zone:

1. (U) GENERAL

The host MALS aviation supply officer (AVNSUPO) will receipt, process, and expedite all squadron and IMA aviation supply requirements.

2. (U) CONCEPT

a. ( ) Period I. Supply support will be provided from the FISP and squadron-owned pre-expended bins (PEBs). All augmenting MALS-Support Element (MALS-SE) supply personnel will consolidate under the host MALS AVNSUPO upon arrival. Pack-up (CSP) inventories and requisitions will be managed using the current version of the Stand-Alone Material Management System (SAMMS). OFC-01 financial accounting will be accomplished utilizing the Aviation Storekeepers Information Tracking System (ASKIT). OFC-50/09/10 financial accounting will be accomplished by the parent MALS using returned deployed SAMMS transactions.

b. ( ) Period II. (Update as appropriate.)

c. ( ) Period III. (Update as appropriate.)

3. (U) LOGISTICS AND ADMINISTRATION

a. ( ) All squadrons will review, update, and return the daily high priority report to the ASO by 0500 daily.

b. ( ) During phase __, the host MALS AVNSUPO will reconcile all high priority requisitions/requirements

daily. All other requisitions/requirements will be reconciled weekly with the parent MALS AVNSUPO.

c. ( ) During phase __, all transactions (issues/requisitions) will be transmitted to the parent MALS AVNSUPO daily at 2400 via the Streamlined Automated Logistics Transmission System (SALTS). Use of the most economical transmission media available is directed. INMARSAT should be used as a last recourse.

d. ( ) During phase __, all not-carried and not-in-stock requisitions will be transmitted to the point of entry (FISC ____) daily at 2400 via the most economical transmission media. INMARSAT should be used as a last recourse.

e. ( ) Squadrons requiring pack-ups to support operations in remote areas will submit pack-up requests to the MALS S-3 upon notification.

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Tab C (Aviation Ordnance Provisions for Aviation Logistics Support) to Appendix 8 (Concept of Aviation Logistic Support) to Annex D (Logistics/Combat Service Support) to Operations Order _____

Ref: (a) Map, Series, Sheet __
(b) OPNAVINST P4790.15 __

Time Zone:

1. (U) GENERAL

The host MALS aviation ordnance officer (OrdO) will provide assembly and distribution of class V(A) and distribution of class V(W) to all supported squadrons.

2. (U) CONCEPT

a. ( )Period I.

(1) ( ) Aviation Weapons Support Equipment (AWSE). (A listing of AWSE that will be on-site through Period I is provided. All augmenting MALS-SE AWSE will be consolidated into an ordnance pool.)

(2) ( ) Personnel. All augmenting MALS-SE ordnance personnel will consolidate under the host MALS OrdO upon arrival.

(3) ( ) Ordnance.

(a) ( ) (A listing of all class V(A) ordnance expected to be on hand.)

(b) ( ) (A listing of all class V(W) expected to be on hand.)

b. ( )Period II. (As above; update as appropriate)

c. ( )Period III. (As above; update as appropriate.)

3. (U) LOGISTICS AND ADMINISTRATION

a. ( ) All squadrons will provide projected ordnance requirements to the MALS OrdO by ____ daily.

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PLACE OF ISSUE
Date/time group
Message reference number

Tab D (Automated Data Processing Provisions for Aviation Logistics Support) to Appendix 8 (Concept of Aviation Logistic Support) to Annex D (Logistics/Combat Service Support) to Operations Order 2-9 __

Ref: (a) Map, Series, Sheet __
(b) OPNAVINST P4790.15 __

Time Zone:

1. (U) GENERAL

The host MALS aviation supply officer (AVNSUPO) will provide data processing support to facilitate the execution of aircraft maintenance and supply functions.

2. (U) CONCEPT

a. ( ) Period I. All requisitions and accounting will be accomplished via non-SUADPS/NALCOMIS systems.

b. ( ) Period II. Supply support under automated conditions will begin.

c. ( ) Period III. (Update as appropriate.)

3. (U) LOGISTICS AND ADMINISTRATION

SAMPLE HIGHER HEADQUARTERS LOGISTICS STATUS REPORT

FM CG 2MAW
TO CG II MEF/G3/G4//
BT
MSGID/GENADMIN//
EXER/PLAN NAME//
SUBJ/COMMANDERS LOGISTICS SITUATION REPORT//
POC/NAME/RANK/COMMAND/-/TELEPHONE NUMBER//
RMKS/1. (C) PERIOD/FROM: _____/ TO: _____/ASOF: ____//
2. (S) COMMANDERS LOGISTICS ASSESSMENT:
A. (S) 2MAW HAS NO SIGNIFICANT LOGISTICAL READINESS ISSUES THAT IMPACT UPON IT'S ABILITY TO MEET MISSION REQUIREMENTS DURING THE NEXT 24 HOURS//
B.(S) READINESS ASSESSMENT:
CATEGORY/STAT/DAY1/DAYS11-15/DAYS16-20//
AMMO/G/G/G/G//
POL/G/G/G/G//
MAINTENANCE/G/G/G/G//
TRANSPORTATION/G/G/G/G//
SERVICES/G/G/G/G//
OTHER SUPPLIES/G/G/G/G//
3.(S) CRITICAL END ITEMS//
/SYSTEM/ON-HAND/FMC/PMC/NMC/BATTLE LOSS/ETR//
/AV-8B/4/1/0/2/0/000212-1;000213-1//
/FA-18C/1/1/0/0/O/NA//
/FA-18D/1/1/0/0/O/NA//
/EA-6B/1/1/0/0/0/NA//
/KC-130/1/1/0/0/0/NA//
/CH-53D-E/1/1/0/0/0/NA//
/CH-46/1/1/0/0/0/NA//
/AH-1W/1/1/0/0/0/NA//
/AH-1W/1/1/0/0/0/NA//
/M970 RFLR/1/1/-/0/0/NA//
/TAFDS/1/1/-/0/0/NA//
/HERS/1/1/-/0/0/NA//
/P19/1/1/-/0/0/NA//
4.(S) SUSTAINABILITY//
A.(S)AMMUNITION/SORTED BY PLATFORM SITE//
/DODIC/TYPE/ISSUED LAST 24 HOURS/ISSUED TO DATE/ON-HAND//
CLASS V(A) HELO SITE//
/A762/20MM SAPHEI-T LKD/0/0/24418//
/HA03/2.75" ROCKET/0/0/1359//
/J271/5.0" ROCKET/0/0/162//
/PC06/AGM-122A SIDEARM/0/0/35//

/PU16/BGM-71E TOW-2/0/0/181//
/PV30/AGM-114K HELLFIRE/0/0/92//
/PV66/AIM-9M SIDEWINDER/0/0/18//
CLASS V(A) AV-8B SITE//
/A979/25MM API(DU)/0/0/12807//
/A980/25MM SAPHEI/0/0/12807//
/E167/MK-77 FIRE BOMB/0/0/34//
/E488/MK-82 BOMB/0/0/198//
/E506/MK-83 BOMB/0/0/35//
/EA56/CBU-99 ROCKEYE/0/0/250//
/F763/GBU-12/0/0/35//
/FW95/GBU-16/0/0/5//
/HA03/2.75" ROCKET/0/0/133//
/J271/5.0" ROCKET/0/0/43//
/K301/CBU-78 GATOR/0/0/24//
/PB69/AGM-65E LASER MAVERICK/0/0/24//
/PD63/AGM-65F IR MAVERICK/0/0/24//
/PFB8/AGM-154A JSOW/0/0/2//
/PU69/AIM-120 AMRAAM/0/0/64//
/PV66/AIM-9M SIDEWINDER/0/0/64//
CLASS V(A) F-18/EA-6B SITE//
/A677/20MM SAPHEI-T/0/0/17044//
/BWCT/GBU-24/0/0/13//
/E167/MK-77 FIRE BOMB/0/0/20//
/E488/MK-82 BOMB/0/0/122//
/E506/MK-83 BOMB/0/0/52//
/EA56/CBU-99 ROCKEYE/0/0/170//
/EA69/GBU-31(V)2B/0/0/9//
/EA76/GBU-31(V)4B/0/0/5//
/F278/MK-84 BOMB/0/0/35//
/F763/GBU-12/0/0/52//
/FW94/GBU-10/0/0/40//
/FW95/GBU-16/0/0/56//
/HA03/2.75" ROCKET/0/0/634//
/J271/5.0" ROCKET/0/0/194//
/K301/CBU-78 GATOR/0/0/14//
/PB69/AGM-65E LASER MAVERICK/0/0/31//
/PD63/AGM-65F IR MAVERICK/0/0/35/
/PFB8/AGM-154A JSOW/0/0/8//
/PU06/AGM-88C HARM/0/0/21//
/PU69/AIM-120A AMRAAM/0/0/192//
/PV66/AIM-9M SIDEWINDER/0/0/192//
B. (S)BULK POL//
/COMMODITY/STORAGE CAPACITY/ISSUE LAST 24 HOURS/ON-HAND/PROJECTED CONSUMPTION NEXT 24 HOURS//
/JP5-8/240,000GAL/2,500GAL/237,500GAL/5,000GAL//
/MOGAS/10,000GAL/2,500GAL/7,500GAL/2,500GAL//

C.(S)/BULK WATER PRODUCTION AND STORAGE//
/STORAGE CAPABILITY/ISSUED LAST 24 HOURS/OH/PROJECTED CONSUMPTION NEXT 24 HOURS//
/20,000GAL/10,000GAL/10,000GAL//
5. (S)GENTEXT/COMMANDERS SUMMARY/LIST ANY SIGNIFICANT LOGISTICAL PROBLEMS IMPACTING ON MISSION ACCOMPLISHMENT//

SAMPLE LOSS/DAMAGE OF ECM/IRCM REPORT

```
PAAUZYUW                    1541710-UUUU--
ZNR UUUUU
P R 021710Z JUN 00  ZYB
FM CG SECOND MAW//ALD-E//
TO COMNAVAIRLANT NORFOLK VA//N421F//
INFO MAG TWO SIX//MO/AVO//
CG SECOND MAW//ALD-E//
P R 012610Z JUN 00
FM MAG TWO SIX//
TO CG SECOND MAW//ALD-E//
BT
UNCLAS  //N13270//
OPERATION/(OPLAN NAME)//
MSGID/GENADMIN/MAG TWO SIX ADJ/
SUBJ/REPORT OF LOSS/DAMAGE; STRIKE ATTRITION OF
ELECTRONIC/INFRARED
COUNTERMEASURES EQUIPMENT (ECM/IRCM)//
REF/A/DOC/2DMAW/22FEB99//
AMPN/REF A IS WGO 13402.2E//
RMKS/1.  PER THE REF, THE FOLLOWING IS SUBMITTED:
A.  (1)  TRANSMITTER
    (2)  T1425/ALQ-157(V)
    (3)  S/N 035741
    (4)  ONE (1)
B.  (1)  CONTROL POWER SUPPLY
    (2)  C10826/ALQ-157(V)
    (3)  S/N 028963
    (4)  ONE (1)
C.  (1)  CONTROL POWER SUPPLY
    (2)  C10825/ALQ-157(V)
    (3)  S/N 097842
    (4)  ONE (1)
D.  (1)  EMI FILTER
    (2)  F1592/ALQ-157(V)
    (3)  S/N 019845
    (4)  ONE (1)
E.  (1)  COMPUTER PROCESSOR
    (2)  CP1975/AAR-47
    (3)  S/N 062825
    (4)  ONE (1)
F.  (1)  CONTROL INDICATOR
    (2)  ID2464/AAR-47
    (3)  S/N 058393
    (4)  ONE (1)
G.  (1)  SENSOR-CONVERTER OPTICAL
```

(2) SU164/AAR-47
(3) S/N 026834
(4) ONE (1)

H. (1) RADAR RECEIVER
(2) R2218/APR-39(V)2
(3) S/N 075426
(4) ONE (1)

I. (1) CONTROL UNIT
(2) C11308/APR-39A(V)2
(3) S/N 017642
(4) ONE (1)

J. (1) INDICATOR
(2) IP1150A/APR-39A(V)2
(3) S/N 049832
(4) ONE (1)

K. (1) SIGNAL PROCESSOR
(2) CP1895/APR-39A(V)2
(3) S/N 083751
(4) ONE (1)

L. (1) RADAR RECEIVER
(2) R2390/APR-39A(V)2
(3) S/N 054784
(4) ONE (1)
(5) DAMAGED BEYOND REPAIR DUE TO AIRCRAFT INCIDENT
(6) LOCATION/SITUATION
(7) COMPROMISE CANNOT BE RULED OUT
(8) CH-46E-159675
(9) LAST COORDINATES

M. (1) TRANSMITTER
(2) T1360(V)1/ALQ-144
(3) S/N 082481
(4) ONE (1)

N. (1) CONTROL
(2) C10280/ALQ-144
(3) S/N 076574
(4) ONE (1)

O. (1) COMPUTER PROCESSOR
(2) CP1975/AAR-47
(3) S/N 012825
(4) ONE (1)

P. (1) CONTROL INDICATOR
(2) ID2464/AAR-47
(3) S/N 018393
(4) ONE (1)

Q. (1) SENSOR-CONVERTER OPTICAL
(2) SU164/AAR-47
(3) S/N 016834

(4) ONE (1)
R. (1) INTERFACE COMPARATOR
(2) CM493/AVR-2A
(3) S/N 065763
(4) ONE (1)
S. (1) SENSOR UNIT
(2) SU130/AVR-2A
(3) S/N 048821
(4) ONE (1)
T. (1) RADAR RECEIVER
(2) R2218/APR-39(V)2
(3) S/N 078426
(4) ONE (1)
U. (1) CONTROL UNIT
(2) C11308/APR-39A(V)2
(3) S/N 017742
(4) ONE (1)
V. (1) INDICATOR
(2) IP1150A/APR-39A(V)2
(3) S/N 049532
(4) ONE (1)
W. (1) SIGNAL PROCESSOR
(2) CP1895/APR-39A(V)2
(3) S/N 084751
(4) ONE (1)
X. (1) RADAR RECEIVER
(2) R2390/APR-39A(V)2
(3) S/N 014784
(4) ONE (1)
(5) DAMAGED BEYOND REPAIR DUE TO AIRCRAFT INCIDENT
(6) LOCATION/SITUATION
(7) NO POSSIBILITY OF COMPROMISE AIRCRAFT TOTAL DESTROYED
(8) AH-1W/153688
(9) LAST COORDINATES//
BT
#
NNNN
BT
#

SAMPLE TEST BENCH OUT OF SERIVCE REPORT

RATUZYUW RUCOMCA9248 0702304-UUUU--RUCKFCO.
ZNR UUUUU ZUI RUCKNMX0002 0700201
R 100201Z MAR 00 ZYB PSN 178008J24
FM MALS TWO NINE//MO/AVO//
TO RUCKFCO/CG SECOND MAW//ALD//
INFO RUCOSSA/COMNAVAIRLANT NORFOLK VA//N422B4M//
RUCKNMV/MAG TWO NINE//CO//
BT
UNCLAS //N04790//
MSGID/GENADMIN/MALS-29/0002/MAR//
SUBJ/MALS-29 MONTHLY TEST BENCH OUT OF SERVICE (TBOS)
REPORTING//
REF/A/RMG/2DMAW/211710ZJUL98//
AMPN/THE REF ESTABLISHES MONTHLY TBOS REPORTING PROCEDURES.//
RMKS/1. IAW THE REF THE FOLLOWING INFORMATION IS SUBMITTED:
A. DIGITAL AFCS TEST SET, 768500-3, SERNO 820913
1. THE FOLLOWING PART IS ON ORDER:
A. NOMENCLATURE: CIRCUIT CARD
B. PART NUMBER: 768508-3
C. DOC NUMBER: 9312GB00
D. CURRENT STATUS: 337BBN32
E. EDD: 00099
2. AUTH ALLOWANCE IS 3, 2 ONHAND. SERNO 88049190, IS 0
PERCENT
PAGE 02 RUCOMCA9248 UNCLAS
CAPABLE. SERNO 820913 IS 0 PERCENT CAPABLE. THERE IS NO W/C
BACKLOG, NO COMPONENTS AFFECTED IN SUPPLY, AND NO AIRCRAFT
AFFECTED.
B. INTERCOM TEST SET, ANAIM3B
1. REWORK NUMBER: 992GKE
2. AUTH ALLOWANCE IS 2, 2 ONHAND. SERNO CBD51 IS 0 PERCENT
CAPABLE. SERNO 001 IS 100 PERCENT. THERE IS NO W/C BACKLOG,
NO COMPONENTS AFFECTED IN SUPPLY, AND NO AIRCRAFT AFFECTED.
C. AIRCRAFT GENERATOR TEST SET, TTU317EV
1. THE FOLLOWING PART IS ON ORDER:
A. NOMENCLATURE: DIGITAL VOLTMETER
B. PART NUMBER: 587AS1641
C. DOC NUMBER: 0061GB01
D. CURRENT STATUS: 063BMPTZ
E. EDD:
2. AUTH ALLOWANCE IS 2, 1 ONHAND. SERNO QSM008 IS 0
PERCENT
CAPABLE. THERE IS 0 W/C BACKLOG, NO COMPONENTS AFFECTED IN
SUPPLY,

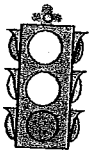
AND 0 AIRCRAFT AFFECTED.
2. POC/MALS-29: CAPT W. E. SAULS (AVO)/SSGT W. M. CHRISTIAN (W/C
670 PC), DSN 750-5549.//
BT
#9248
NNNN

SAMPLE ALD BATTLESTAFF BRIEFING CHARTS

AIRCRAFT READINESS BRIEFING CHARTS

FW AIRCRAFT READINESS

FW FOB ONE (YELLOW)
- 24 F/A-18C
- 24 F/A-18D
- 10 EA-6B



FW FOB TWO (GREEN)
- 12 KC-130
- 32 AV-8B

- 80+ % MC (Green)
- 65-80 % MC (Yellow)
- >65 % MC (Red)

RW AIRCRAFT READINESS

RW FOB ONE (GREEN)
- 36 CH-46E
- 24 CH-53E
- 18 AH-1W
- 9 UH-1N

RW AFLOAT (GREEN)
- 24 CH-46E
- 8 CH-53E
- 9 AH-1W

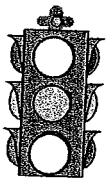
- 80+ % MC (Green)
- 65-80 % MC (Yellow)
- >65 % MC (Red)

AVIATION ORDNANCE BRIEFING CHARTS

CLASS V(A) READINESS

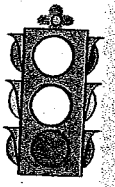
SEAD (YELLOW)
AGM-88 HARM
AGM-122 SIDEARM

ARM ESC (GREEN)
- BGM-71 TOW
- AGM-114 HELLFIRE
- 20MM SAPHEI



DAS (YELLOW)
- GBU-16
- GBU-10

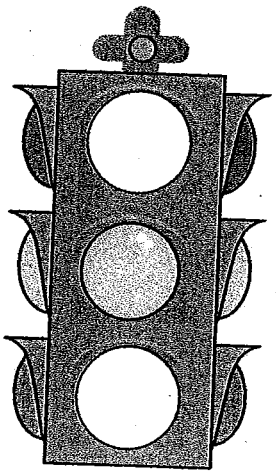
GBU-24
JSOW- A



CAS (GREEN)
- MK 82 GP BOMB
- MK 83 GP BOMB

MK 84 GP BOMB
- 20MM SAPHEI
- 25MM SAPHEI-T

CLASS V(A) READINESS



OVERALL (COLOR)
- ARMED RECONNAISANCE
- ESCORT

DEEP AIR STRIKE
- CLOSE AIR SUPPORT

SEAD
- AIR DEFENSE
- RECONNAISANCE

AIRCRAFT MATERIAL READINESS REPORT

SAMPLE (note, numbers are not real)

2D MAW AMRR CONSOLIDATED (DEPLOYED)

04/17/00 — *2D MAW*

ALL 2D MAW AIRCRAFT	PAA	ASSIGNED	INSTANT	MC	FMC	NMCS	NMCM	AK0	AK7	MC	DAILY FMC
FW (SITE ONE)	123	124	113	70	64	38	5	117	63	62%	57%
RW (SITE ONE)	91	89	81	63	53	16	2	60	42	78%	65%
RW (SITE TWO)	104	111	98	69	57	25	4	131	55	70%	58%
FW (SITE TWO)	84	88	73	59	55	14	0	37	9	81%	75%
	402	412	365	261	229	93	11	345	169	72%	63%

APPENDIX R

Medical Joining Report

R 172102Z APR 00
FM CONSOLIDATED GROUP AID STATION//
TO CG SECOND MAW//G4/WMED//
BT
(CONFIDENTIAL WHEN FILLED IN) //N06000//
MSIG/GENADMIN//
SUBJ/MED JOINING REPORT//
POC/name/rank/MEDICAL/TEL: //
RMKS/
1. A. UNIT (List for each subordinate/component unit having medical capability)
B. USN MEDICAL OFFICERS ONBOARD:
C. USN ENLISTED ONBOARD BY NEC:
D. AMALS ONHAND: (List by AMAL number and quantity)
//
BT

APPENDIX S

Medical Status Report

R 172102Z APR 00
FM CONSOLIDATED GROUP AID STATION//
TO CG SECOND MAW//G4/WMED//
BT
(CONFIDENTIAL WHEN FILLED IN) //N06000//
MSIG/GENADMIN//
SUBJ/MEDSTATREP//
POC/name/rank/MEDICAL/TEL: //
RMKS/
1. SICK CALL VISITS:
2. NUMBER OF PERSONNEL PLACED SIQ:
3. NUMBER OF PERSONNEL EVACUATED:
4. PATIENT COTS AVAILABLE:
5. SUPPLY STATUS: (ESTIMATE DAYS ON HAND REMAINING)
6. EQUIPMENT REQUIREMENTS:
7. HELP REQUIRED:
8. SIGNIFICANT COMMENTS:
//
BT

HEADQUARTERS, MWSG 27 (FWD)
PSC BOX 8082
MCAS CHERRY POINT, NC 28533
DATE

APPENDIX 1 to ANNEX Y (REPORTS) to MWSG-27(FWD) GENERIC OPORDER (CLASSIFICATION)
DAILY OPERATIONAL SUMMARY (DOS) REPORT

1. (U) Purpose. The purpose of this appendix is to provide the format and procedures for MWSG-27(FWD) to report its Daily Operational Summary to the CG, 2d MAW.

2. (U) General Guidance

a. (U) Through the Daily Operational Summary (DSO), Commanding Officer, MWSG-27 communicates his assessment of the current AGS capabilities. The report is divided by specific AGS tasks.

b. (U) The report will be submitted to CG, 2d MAW no later than 0900 daily.

(U) Report Format:

FM: CO, MWSG-27 (FWD)
TO: CG, 2D MAW

SUBJ: DAILY OPERATIONAL SUMMARY (DOS) REPORT FOR THE PERIOD 0001 - 2400 DD/MM/YY

a. Forward Operating Base Commandant

(1) Remarks: (Commanding Officer's comments on ability or inability to provide full Base Commandant functions)

b. Internal Communications

(1) Personnel Status: T/O: O/H: LOSSES:

(2) Equipment shortfalls/issues effecting operations:

(3) Comm Status

(a) Radio Nets:

(b) NIPRNET:

(c) SIPRNET:

(d) Telephones:

(4) Ops Summary (Last 24 hrs):

(5) Ops Summary (Next 24 hrs):

(6) Areas of Concern:

(7) Overall Assessment:

c. Essential Engineer Services

(1) Total Runs: _____

(2) Total Miles: _____

(3) Personnel Status: T/O: O/H: LOSSES:

(4) Equipment shortfalls/issues effecting operations:

(5) Ops Summary (Last 24 hrs):

(6) Ops Summary (Next 24 hrs):

(7) Areas of Concern:

(8) Overall Assessment:

d. Motor Transport

(1) Total Runs: _____

(2) Total Miles: _____

(3) Personnel Status: T/O: O/H: LOSSES:

(4) Ops Summary (Last 24 hrs):

(5) Ops Summary (Next 24 hrs):

(6) Areas of Concern:

(7) Overall Assessment:

e. ARFF

(1) Total Runs: _____

(2) Total Miles: _____

(3) Personnel Status: T/O: O/H: LOSSES:

(4) Equipment shortfalls/issues effecting operations:

(5) Ops Summary (Last 24 hrs):

(6) Ops Summary (Next 24 hrs):

(7) Areas of Concern:

(8) Overall Assessment:

f. EAF

(1) Airfield Status:

(2) Duty Runway:

(3) Total Arrestments Runway:

(4) Personnel Status: T/O: O/H: LOSSES:

(5) Equipment shortfalls/issues effecting operations:

(6) Ops Summary (Last 24 hrs):

(7) Ops Summary (Next 24 hrs):

(8) Areas of Concern:

(9) Overall Assessment:

g. Fuel Services

(1) Personnel Status: T/O: O/H: LOSSES:

(2) Equipment shortfalls/issues effecting operations:

(3) Ops Summary (Last 24 hrs):

(4) Ops Summary (Next 24 hrs):

(5) Areas of Concern:

(6) Overall Assessment:

h. Weather

(1) Personnel Status: T/O: O/H: LOSSES:

(2) Equipment shortfalls/issues effecting operations:

(3) WX Ops Summary (Last 24 hrs):

(4) WX Ops Summary (Next 24 hrs):

(5) Areas of Concern:

(6) Overall Assessment:

i. Messing

(1) Personnel Status: T/O: O/H: LOSSES:

(2) Equipment shortfalls/issues effecting operations:

(3) Ops Summary (Last 24 hrs):

(4) Ops Summary (Next 24 hrs):

(5) Areas of Concern:

(6) Overall Assessment:

j. Security and Law Enforcement

(1) Personnel Status: T/O: O/H: LOSSES:

(2) Equipment shortfalls/issues effecting operations:

(3) Ops Summary (Last 24 hrs):

(4) Ops Summary (Next 24 hrs):

(5) Areas of Concern:

(6) Overall Assessment:

k. Training

(1) Ops Summary (Last 24 hrs):

(2) Ops Summary (Next 24 hrs):

(3) Areas of Concern:

(4) Overall Assessment:

l. NBC Defense

(1) Personnel Status: T/O: O/H: LOSSES:

(2) Equipment Status:

a. M17 Sanators: T/E: O/H: #UP: #DOWN:

b. PCPS: T/O: O/H: #UP: #DOWN:

(3) Ops Summary (Last 24 hrs):

(4) Ops Summary (Next 24 hrs):

(5) Areas of Concern:

(6) Overall Assessment:

m. EOD

(1) Personnel Status: T/O: O/H: LOSSES:

(2) Equipment shortfalls/issues effecting operations:

(3) Ops Summary (Last 24 hrs):

(4) Ops Summary (Next 24 hrs):

(5) Areas of Concern:

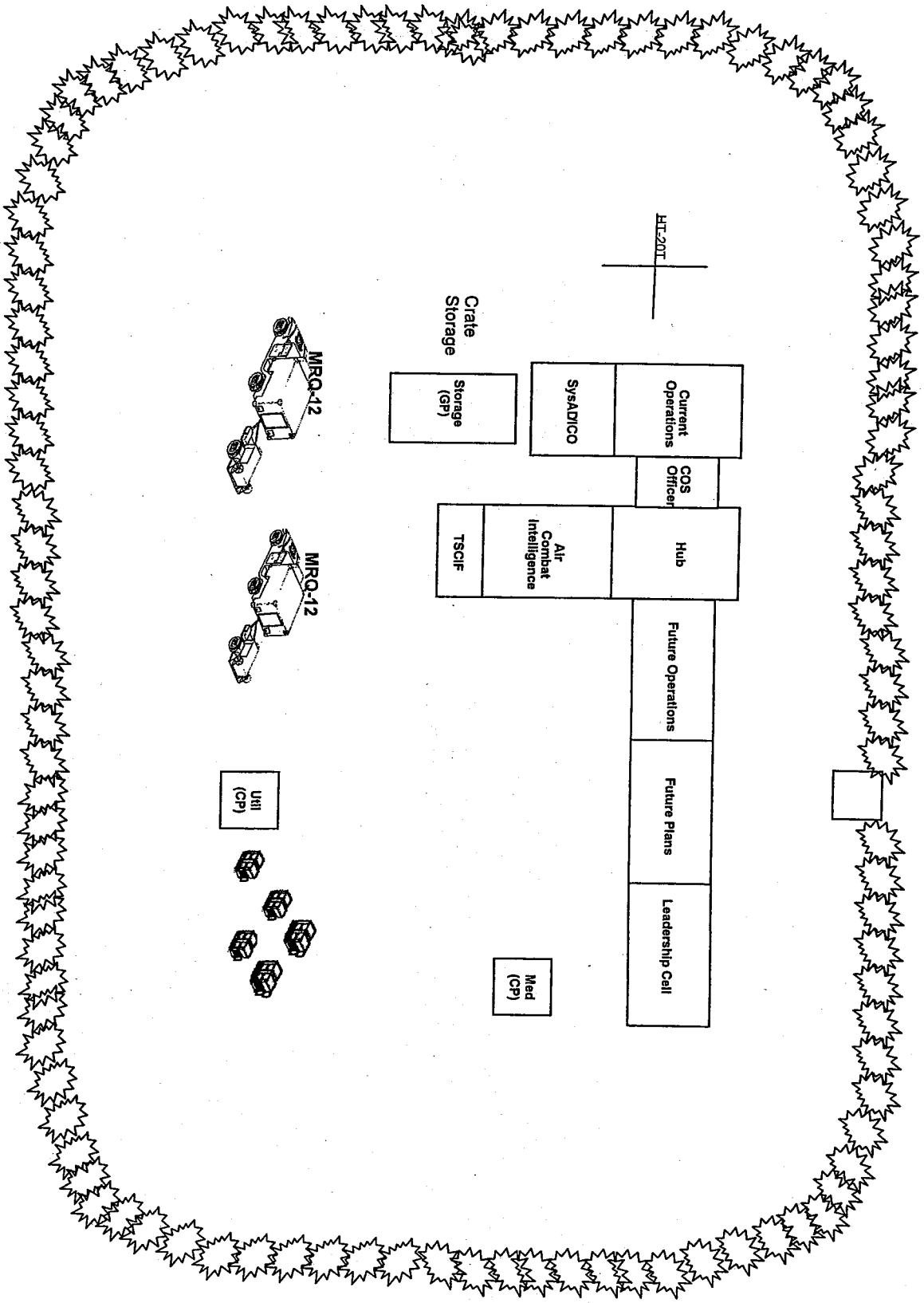
(6) Overall Assessment:

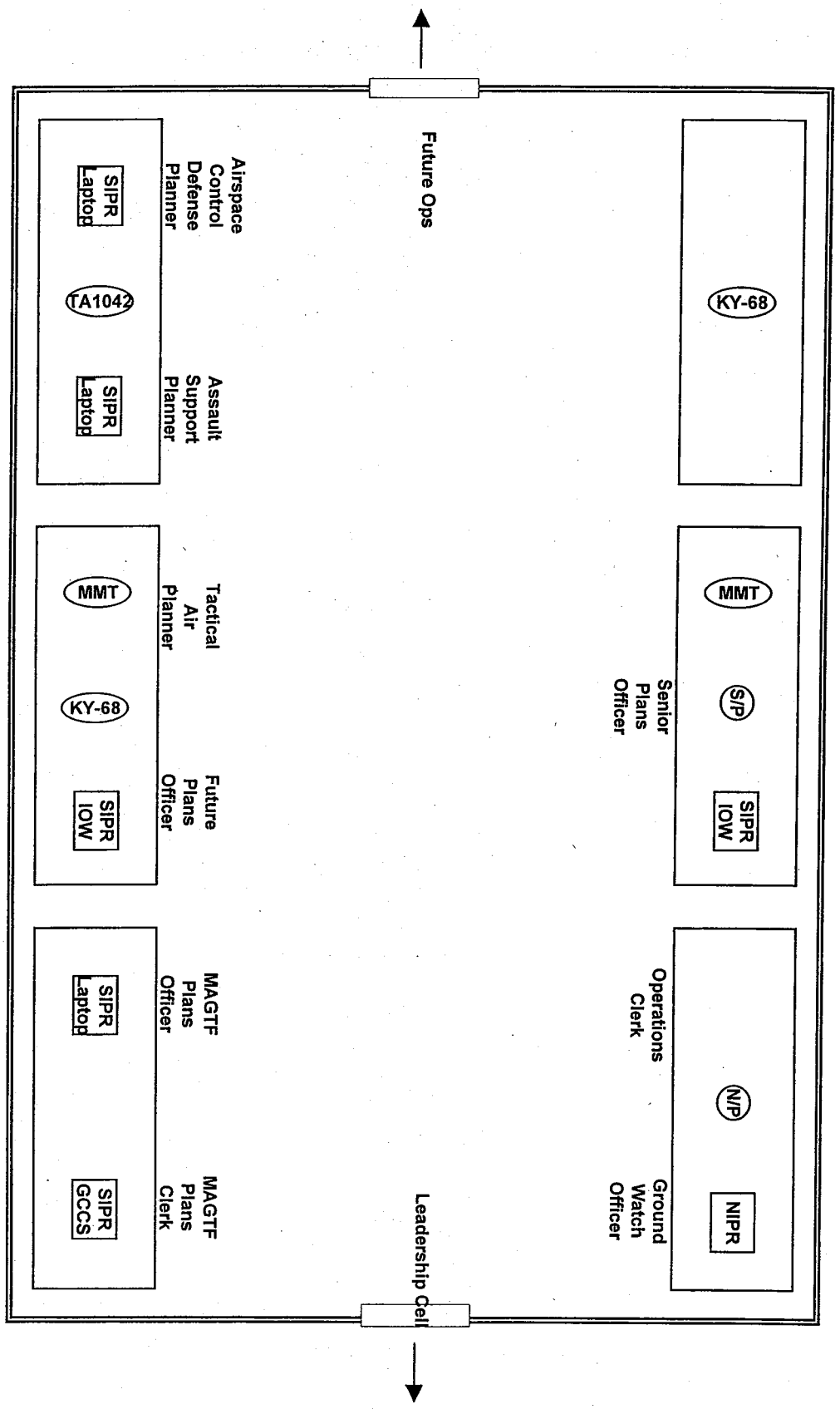
//S//
CO's name
Col, USMC
CO, MWSG 27 (FWD)

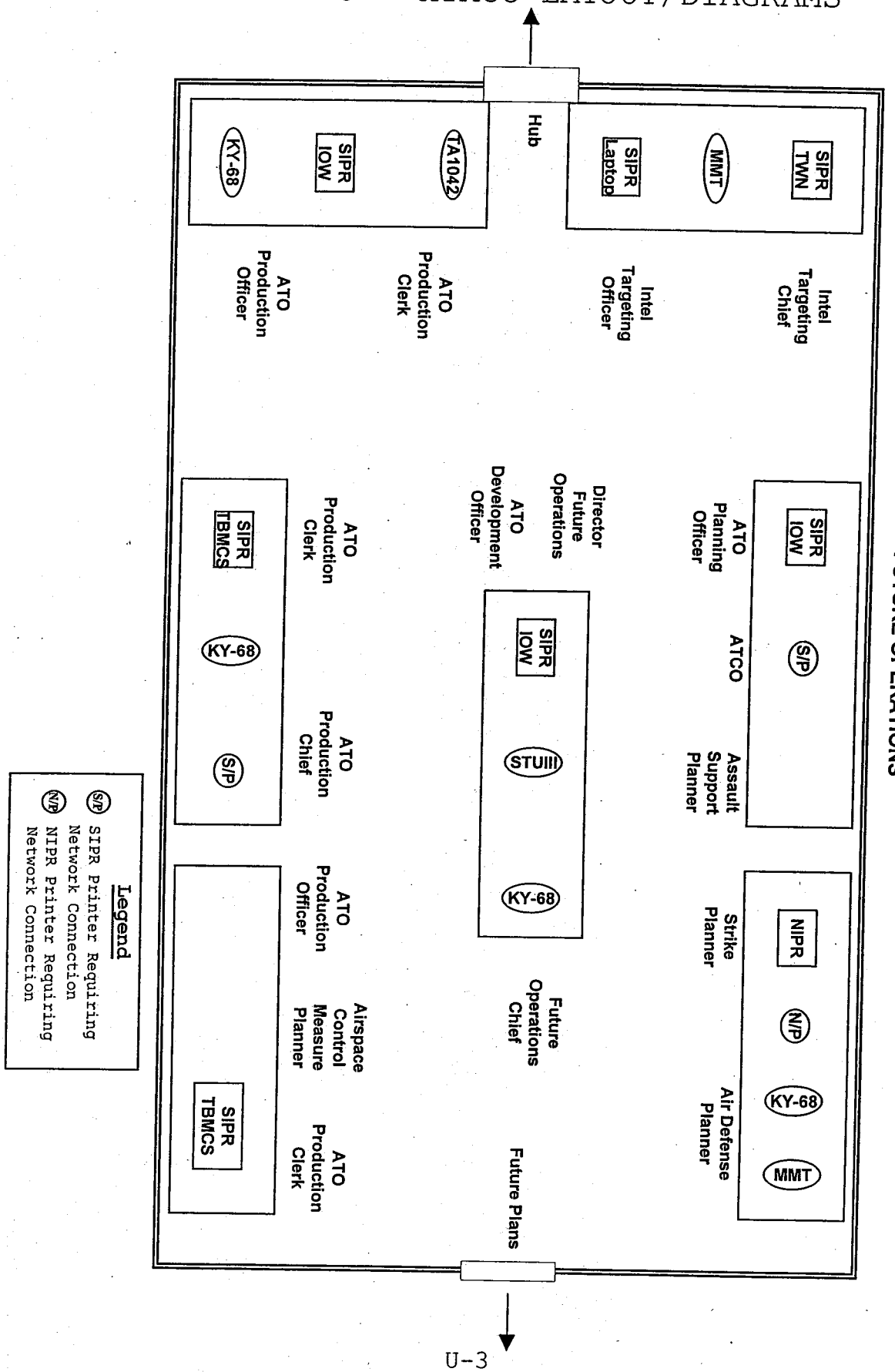
OFFICIAL:

//S//
(Author's name)
(Rank), USMC
(Billet)

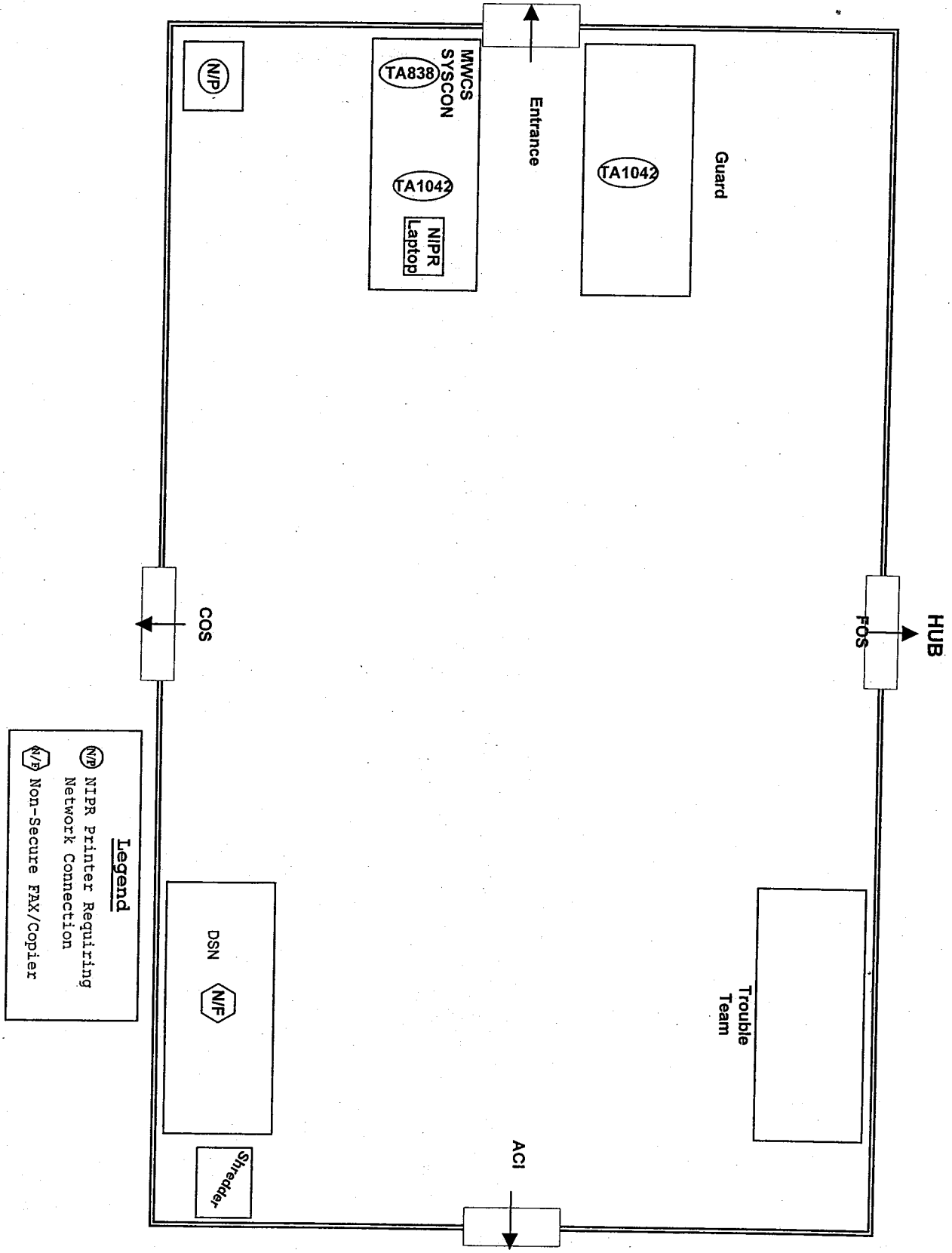
APPENDIX U - XTACC LAYOUT/DIAGRAMS



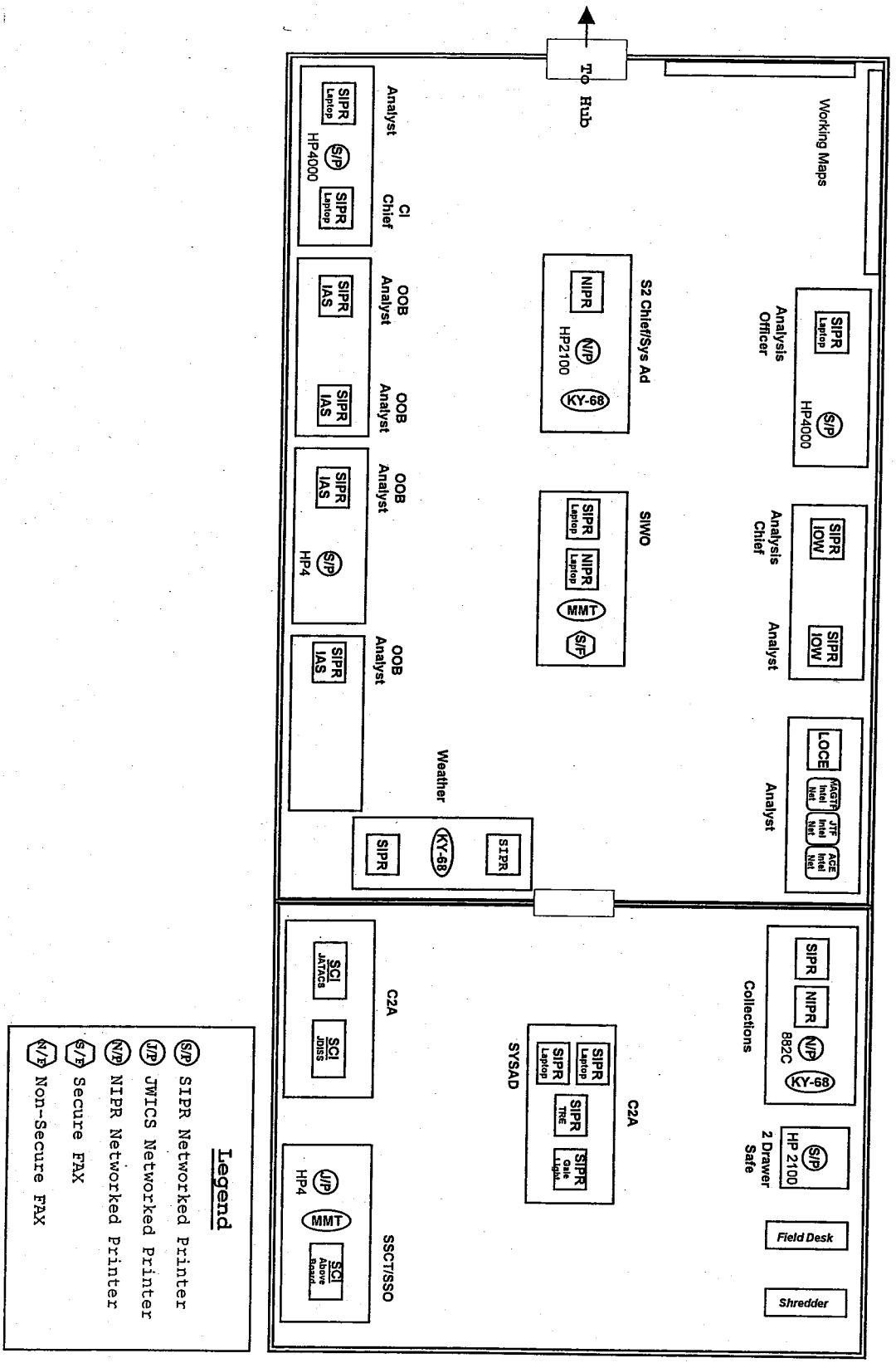

FUTURE PLANS
Future Ops
Leadership Cell
KY-68
MMT
S/P
SIPR IOW
Senior Plans Officer
N/P
NIPR
Ground Watch Officer
Operations Clerk
SIPR Laptop
SIPR GCCS
MAGTF Plans Officer
MAGTF Plans Clerk
MMT
KY-68
SIPR IOW
Tactical Air Planner
Future Plans Officer
SIPR Laptop
TA1042
SIPR Laptop
Airspace Control Defense Planner
Assault Support Planner


FUTURE OPERATIONS
Hub
SIPR TWN
MMT
SIPR Laptop
Intel Targeting Chief
Intel Targeting Officer
TA1042
SIPR IOW
KY-68
ATO Production Officer
ATO Production Clerk
SIPR IOW
S/P
ATCO
ATO Planning Officer
Assault Support Planner
Director Future Operations
SIPR IOW
STUIII
KY-68
ATO Development Officer
Future Operations Chief
NIPR
N/P
KY-68
MMT
Strike Planner
Air Defense Planner
Future Plans
SIPR TBMCS
KY-68
S/P
ATO Production Clerk
ATO Production Chief
ATO Production Officer
Airspace Control Measure Planner
SIPR TBMCS
ATO Production Clerk
Legend
S/P SIPR Printer Requiring Network Connection
N/P NIPR Printer Requiring Network Connection

APPENDIX U - XTACC LAYOUT/DIAGRAMS

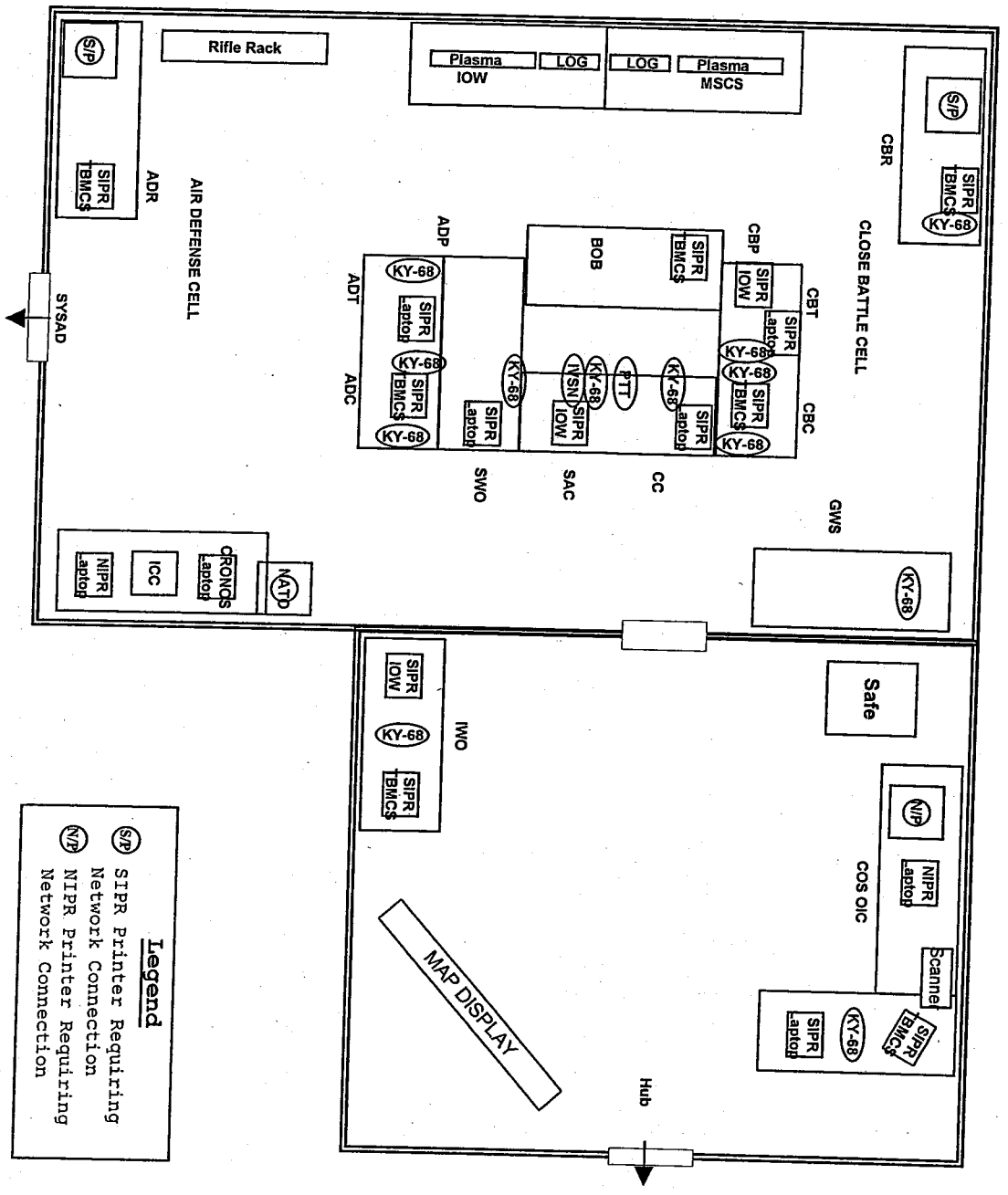


APPENDIX U - XTACC LAYOUT/DIAGRAMS

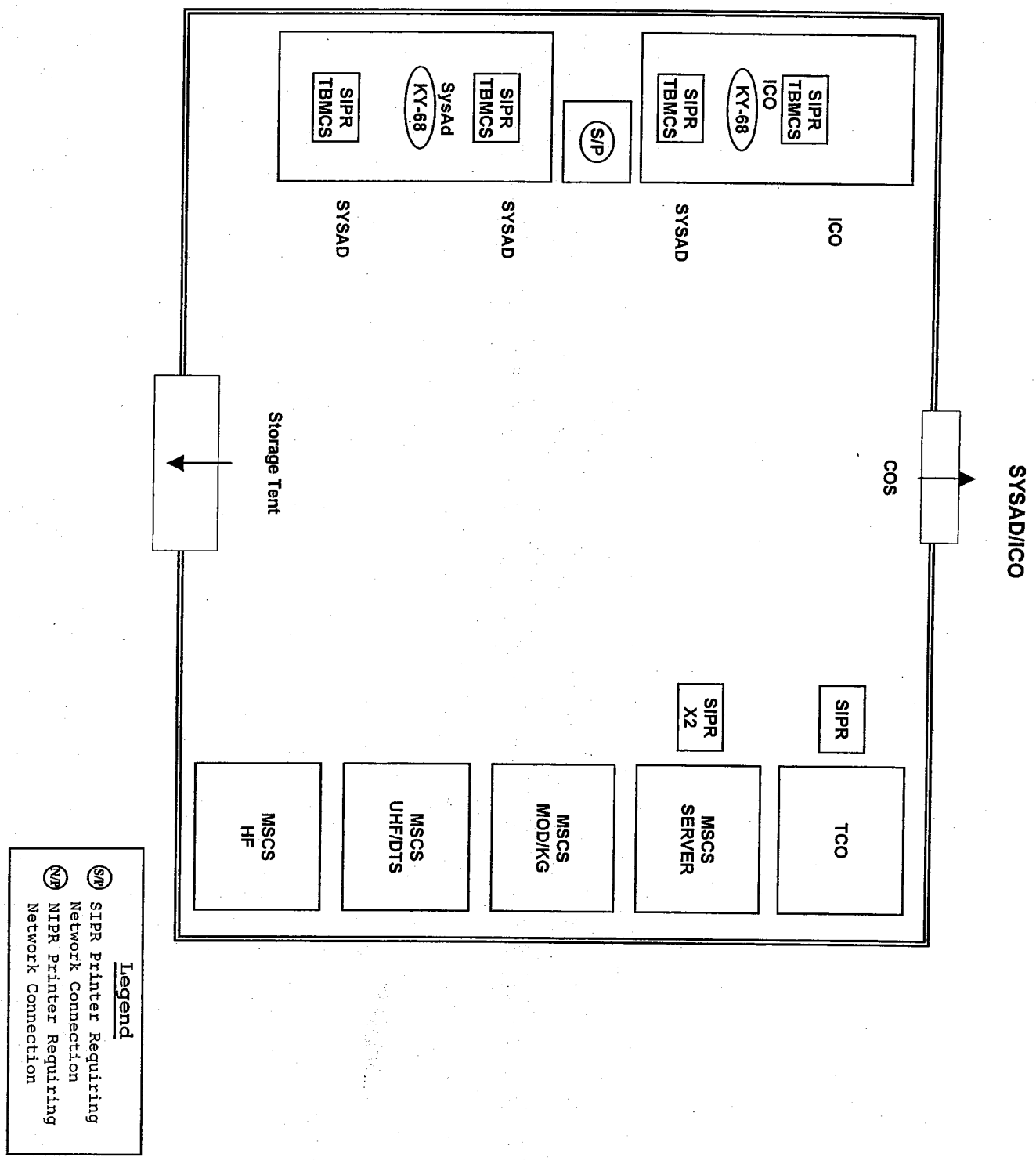


ACI/TSCIF

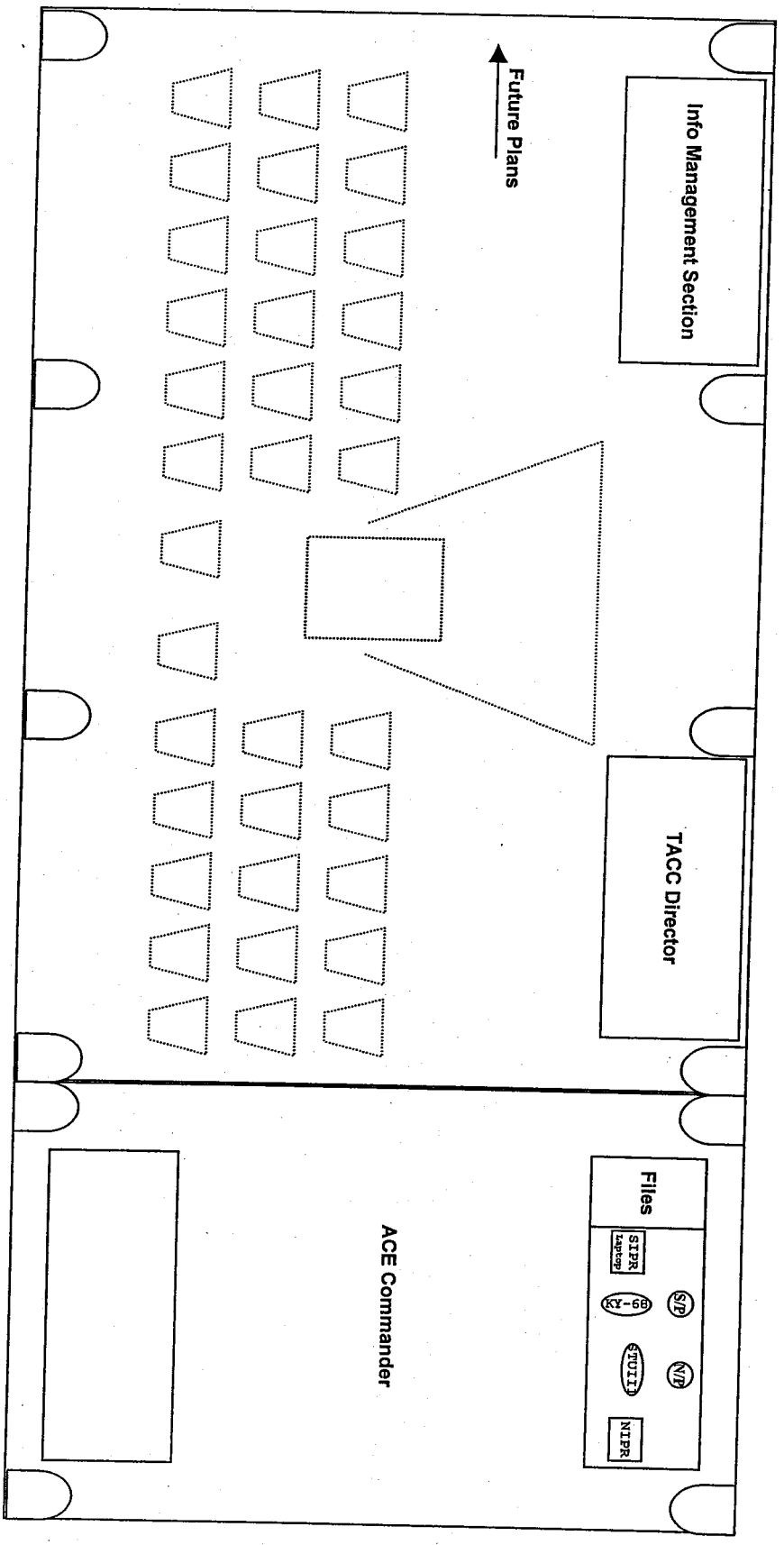
APPENDIX U - XTACC LAYOUT/DIAGRAMS



APPENDIX U - XTACC LAYOUT/DIAGRAMS



APPENDIX U - XTACC LAYOUT/DIAGRAMS



APPENDIX V

Operational Planning - Aviation Intelligence Support Baseline Checklist

I. Checklist for the intelligence support process to the IPB process at 2d MAW:

- Define 2d MAW's mission(s)
- Research enemy OOB and capabilities
- Research AO characteristics
- Develop doctrinal, situational, and event templates, including GOB, AOB, IADS and SSM forces
- Develop weather effects charts on enemy/friendly platforms, radars and weapon systems
- Develop enemy aviation COA's (tied to enemy ground COA's)
- War-game enemy COA's with friendly COA's
- Develop NAI/TAI's
- Develop collection plan

(Note: Extensive use of MEF IPB products is assumed)

II. List of Aviation Intelligence Planning Products (as required):

- Doctrinal IADS Template
- Situation IADS Template
- Doctrinal GCE-associated AAA/SAM Template
- Situational GCE-associated AAA/SAM Template
- Threat Aircraft Doctrinal Attack Profiles
- Threat Aircraft Situational Attack Profiles
- SSM C2 Overlay
- SSM Hide/Operating Area Overlay
- SAM/SSM Mobility Corridor Overlay
- SAM Site Range Ring
- IADS C2 Overlay
- IADS C2 Line and Bock Chart
- AAA Site Range Ring
- Safe Area Overlays
- HLZ Overlay
- Dispersal Airfield Overlay
- Time-Distance Overlay/Chart
- Target Overlay
- Radar Coverage Overlay
- Airfield Overlay

- Weather Effects Overlay/Charts
- Low Altitude Flying Hazards
- Map of the Earth Air Mobility Corridor Overlay

III. MCPP Intelligence Brief Format - Given at the outset of the OPT evolutions (often in garrison) and updated during the OPT process, as required. Details on the intelligence required in each of the below segments can be found in the 2d MAW G-2 IPB Guidebook.

- Concise enemy geopolitical summary highlighting why MAW has a mission.
- Political/Cultural Situation
- Threat Country Weather/Climate
- Integrated Air Defense Mission(s)
- Integrated Air Defense Strategy
- Integrated Air Defense System Design
- Integrated Air Defense System's Command, Control, Communications
- Integrated Air Defense System Early Warning - Ground Capabilities
- Integrated Air Defense System Early Warning - Air Capabilities
- Electronic Attack Support to Integrated Air Defense System - Ground Capabilities
- Electronic Attack Support to Integrated Air Defense System - Air Capabilities
- Integrated Air Defense Surface-to-Air Missile Capability
- Integrated Air Defense Anti-Air Artillery Capability
- Surface-to-Air Man-pad Capability
- Air Integrated into the Integrated Air Defense System
- Naval Integrated into the Integrated Air Defense System
- Integrated Air Defense Personnel
- Survival, Evasion, Resistance and Escape (SERE)

APPENDIX W

Sample ACE/MSC Mission Tasks

Commanding Officer, Marine Wing Headquarters Squadron 2 (MWHS-2)

(a) Deploy TACC/XTACC ACE Battlestaff element to _____.

(b) Provide administrative and supply support to the ACE Battlestaff and Headquarters.

(c) Provide interior/exterior security force to the TACC/XTACC.

(d) On order, re-deploy the TACC/XTACC ACE Battlestaff element to _____.

(e) On Order, re-deploy forces.

Commanding Officer, Marine Aircraft Group 31 (MAG 31)

(a) Deploy to and conduct air operations from _____.

(b) Conduct DAS in order to…

(c) Conduct Air Interdiction (AI) in order to…

(d) Conduct Close Air Support (CAS) in support of II MEF operations.

(e) Conduct __-hour TAC(A)/FAC(A) in support of II MEF operations.

(f) Conduct Suppression of Enemy Air Defenses (SEAD) as required.

(g) Conduct AAW as required.

(h) Conduct aerial reconnaissance as required.

(i) Conduct operations in support of JFACC requirements (AAW/AI/RECCE) as directed.

(j) As directed, provide liaison officers to the Combined Air Operations Center (CAOC).

(k) Conduct T-AVB Operations as required.

(l) On Order, re-deploy forces.

Commanding Officer, Marine Aircraft Group 14 (MAG 14)

(a) Deploy to and conduct air operations from _____.

(b) Conduct DAS in order to…

(c) Conduct AI in order to…

(d) Conduct __-hour CAS in support of II MEF operations.

(e) Conduct SEAD as required.

(f) Conduct EW as required.

(g) Conduct Aerial Refueling (AAR) as required.

(h) Conduct operations in support of DASC (A)/Airborne Command and Control as required.

(i) Conduct AI as required.

(j) Conduct operations in support of the CJFACC (EW/AI/AAR) as directed.

(k) As directed, provide liaison officers to the Combined Air Operations Center (CAOC).

(l) Conduct T-AVB Operations as required.

(m) On order, re-deploy forces.

Commanding Officer, Marine Aircraft Group 26/29 (MAG 26/MAG 29)

(a) Deploy FIE into _____. On order, self-deploy to _____.

(b) Provide assault support to II MEF.

(c) Be prepared to accept OPCON of Amphibious based Rotary Wing Aircraft and an in-theater MEU.

(d) Be prepared to provide heavy lift assault support in support of amphibious assault operations.

(e) Be prepared to provide heliborne lift priority logistics to 2d FSSG in order to support II MEF Main Effort.

(f) Be prepared to conduct emergency re-supply operations to II MEF ground forces.

(g) Be prepared to support emergency extract of Reconnaissance and Surveillance (R&S) forces in II MEF.

(h) Be prepared to provide personnel recovery support to II MEF forces and coordinate coverage with theater Joint Search and Rescue Center (JSRC).

(i) Conduct Forward Arming and Refueling Point (FARP) operations as required.

(j) Conduct CAS in support of II MEF ground combat forces.

(k) Be prepared to displace rotary-wing forces to Forward Operating Bases as required.

(l) Conduct T-AVB Operations as required.

(m) Support Information Operations as required.

(n) On order, re-deploy forces.

Commanding Officer, Marine Air Control Group 28 (MACG 28)

(a) Deploy, install, operate and maintain TACC/XTACC in the vicinity of _____.

(b) Deploy, install, operate, maintain, and integrate DASC in the vicinity of _____ FSSG to provide a responsive command and control agency capable of processing immediate air support requests, coordinated aircraft employment with other supporting arms, manage terminal control assets supporting ground combat and combat service support forces in support of II MEF OAS and AS missions, and provide the means to procedurally control all joint/combined/USMC aircraft operating in or transiting through II MEF AO. Be prepared to displace/ echelon the DASC as required in support of _____.

(c) Deploy, install, operate, and maintain a DASC (A). Deploy DASC(A) to _____. Be prepared to conduct/support surge air operations with a __-hour DASC(A) capability.

(d) Deploy, install, operate, and maintain an Early Warning Control (EW/C) site in order to detect, identify and control the intercept of hostile aircraft and missiles. Provide navigational (positive control) assistance to all aircraft operating in or transiting through the II MEF AO. Conduct data-link operations with joint/combined platforms in order to build friendly situation defense of II MEF vital areas and maneuver elements. Conduct Theater Ballistic Missile Warning (TBMW) operations/ integration into the Theater Missile Defense (TMD) warning architecture.

(e) Be prepared to provide liaison officers (LNOs) to the following Joint Force Command & Control Agencies _____

_____.

(f) Serve as the II MEF liaison to the Area Air Defense Commander.

(g) Develop, coordinate and establish procedures to facilitate command and control of II MEF and CJTF aviation assets operating in the II MEF AO.

(h) Integrate CJFLCC and Echelon Above Corps (EAC) PATRIOT forces, as required, into the MACCS and theater TMD architecture.

(i)

(j) Provide general support and direct support and direct support low altitude air defense to II MEF air defense priorities.

(k) Provide joint/ combined/ USMC connectivity for the 2d MAW Battlestaff, command and control agencies, airfields, group headquarters, and key nodes.

(l) Provide continuous all-weather, radar/non-radar approach, departure, enroute and tower air traffic control capability for a minimum number of ___ FOBs, and augmentation for a minimum of ____ Joint Service/Host Nation Support (HNS) Air Bases. Be prepared to deploy/ employ___ Marine Air Traffic Control (MATC) Teams to austere FOBs/FARPS.

(m) Provide general support/direct support day and night unmanned aerial vehicle operations to II MEF.

(n) On order, re-deploy forces.

Commanding Officer, Marine Wing Support Group 27 (MWSG-27). Provide the full range of Aviation Group Support and limited CSS in support of 2d MAW Operations within the AO, to include the following additional tasks:

(a) Conduct MPF/NALMAGTF Operations as required

(b) Provide internal air base communications support to the ACE.

(c) Establish a rotary wing forward operating base (FOB) at _____.

(d) Be prepared to establish a fixed wing and/or rotary wing FOB (to include arresting gear and matting) at _____.

(e) Provide/augment aviation ground support to ACE forces at HN/CJTF air bases as required (to include arresting gear and matting) at designated bed-down airbases in _____.

(f) Establish and provide weather services for the ACE.

(g) Provide force protection/security/airbase ground defense as designated FOBs.

(h) Conduct FARP operations as required.

(i) Establish air sites as required.

(j) Provide fuel support at all airbases/FOBs to include support of aircraft surge operations.

(k) On order, re-deploy forces.

(l) Assign Tactical Security Officers for each air site/FOB in support of 2d MAW operations in AO.

(m) Provide required AGS to the T-AVB.

(n) Provide required AGS to an Amphibious MAG, as required.

(o) Provide Aircraft Rescue and Fire Fighting (ARFF) Structural Fire Fighting (SFF) Services to 2d MAW within AO.

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Annex or Appendix	OpOrder	Staff Assignment	File Name	Due Date	Receipt Date	Formatted And Completed
Title Page	X	G-3	Basic-2MAW			
Letter of Transmittal	X	G-3	Basic-2MAW			
Classification Instructions	X	G-3	Basic-2MAW			
Security Instructions and Record of Change	X	G-3	Basic-2MAW			
Plan Summary	X	G-3	Basic-2MAW			
Table of Contents	X	G-3	Basic-2MAW			
Basic Plan	X	G-3	Basic-2MAW			
Annex A Task Organization	X	G-3	A-2MAW			
Appendix 1 Time Phase Force and Deployment List	X	G-3/Plans	A-1-2MAW			
Appendix 2 Shortfall Identification	X	G-3/Plans	A-2-2MAW			
Appendix 3 Force Module Identification	Omitted					
Appendix 4 Deterrent Options	Omitted					
Appendix 5 Reserve Component Requirements Summary	Omitted					
Annex B Intelligence	X	G-2	B-2MAW			
Appendix 1 Priority Intelligence Requirements	X	G-2	B-1-2MAW			
Appendix 2 Signals Intelligence	Omitted					
Tab A Communications Intelligence Collections Requirements	Omitted					
Tab B Operations Electronic Intelligence Requirements	Omitted					
Appendix 3 Counterintelligence	Omitted					
Tab A Counterintelligence Target List	Omitted					
Tab B Multidiscipline Counterintelligence Threat Report	Omitted					
Tab C Designation of Theater CI Executive Agency	Omitted					
Appendix 4 Targeting Intelligence	X	G-2 / ACI	B-4-2MAW			
Tab A BDA Worksheet	X	G-2 / ACI	B-4-A-2MAW			
Tab B Reactive Target Worksheet	X	G-2 / ACI	B-4-B-2MAW			
Appendix 5 Human-Resource Intelligence	Omitted					
Tab A HUMINT Operations Cell Operations	Omitted					
Tab B EPW/Civilian Detainees	Omitted					
Appendix 6 Intelligence Support to Command and Control Warfare	X	G-2	B-6-2MAW			

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Annex or Appendix	OpOrder	Staff Assignment	File Name	Due Date	Receipt Date	Formatted And Completed
Appendix 7 Imagery Intelligence	Omitted					
Appendix 8 Measurement and Signature Intelligence	Omitted					
Appendix 9 Captured Enemy Equipment	Omitted					
Tab A Specified Prioritized Intelligence Collection Requirements	Omitted					
Tab B Equipment Releasable for Operations Purposes	Omitted					
Appendix 10 National Intelligence Support Team	Omitted					
Appendix 11 Intelligence Estimate	X	G-2	B-11-2MAW			
Appendix 12 Intelligence Products	Omitted					
Appendix 13 Intelligence Collection Plan	X	G-2	B-13-2MAW			
Appendix 14 Surveillance and Reconnaissance Plan	Omitted					
Appendix 15 Geospatial Intelligence	Omitted					
Appendix 16 Intelligence Operations	Omitted					
Appendix 17 Support to Survival, Evasion, Resistance, and Escape	X	G-2	B-17-2MAW			
Annex C Operations	X	G-3	C-2MAW			
Appendix 1 Nuclear Operations	Omitted					
Appendix 2 Nuclear, Biological, and Chemical Defense Operations	X	G-3/NBC	C-2-2MAW			
Appendix 3 Information Operations/Command and Control Warfare	X	G-3	C-3-2MAW			
Tab A Military Deception	Omitted					
Tab B Electronic Warfare	X	G-3	C-3-B-2MAW			
Tab C Operations Security	Omitted					
Tab D Psychological Operations	Omitted					
Tab E Physical Destruction	Omitted					
Appendix 4 Special Operations	Omitted					
Appendix 5 Evasion and Recovery Operations	TBI	G-3/G-2	C-5-2MAW			
Appendix 6 Rules of Engagement	TBI	G-3/SJA	C-6-2MAW			
Appendix 7 Reconnaissance	Omitted					
Appendix 8 Air Base Operability	TBI	G-4/EAF	C-8-2MAW			
Appendix 9 Combat Camera	Omitted					
Tab A COMCAM Customer Support Requirements	Omitted					
Appendix 10 Noncombatant Evacuation Operations	Omitted					

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Annex or Appendix	OpOrder	Staff Assignment	File Name	Due Date	Receipt Date	Formatted And Completed
Appendix 11 Escape and Evasion Operations	Omitted					
Appendix 12 Counterattack	Omitted					
Appendix 13 Explosive Ordnance Disposal	X	G-4/EOD	C-13-2MAW			
Appendix 14 Amphibious Operations	Omitted					
Tab A Advance Force Operations	Omitted					
Tab B Embarkation Plan	Omitted					
Tab C Landing plan	Omitted					
Tab D Rehearsal Plan	Omitted					
Tab E CSS Control Agencies Plan	Omitted					
Appendix 15 Force Protection	TBI	G-3	C-15-2MAW			
Tab A Combating Terrorism	TBI	G-3	C-15-A-2MAW			
Tab B Physical Security	TBI	G-3	C-15-B-2MAW			
Tab C Base Defense	TBI	G-3/G-4	C-15-C-2MAW			
Appendix 16 Rear Area Operations	TBI	G-3/G-4	C-16-2MAW			
Appendix 17 Aviation Operations	X	G-3	C-17-2MAW			
Tab A Air Defense/Antiair Warfare	X	G-3	C-17-A-2MAW			
Exhibit 1 Air Defense Priorities	TBI	G-3	C-17-A-1-2MAW			
Exhibit 2 Surveillance Responsibility	TBI	G-3	C-17-A-2-2MAW			
Exhibit 3 Destruction Area	TBI	G-3	C-17-A-3-2MAW			
Exhibit 4 Routing	TBI	G-3	C-17-A-4-2MAW			
Exhibit 5 Air Defense Warning Conditions	Omitted					
Exhibit 6 Air Defense Weapons Control Procedures	Omitted					
Attachment A Friend or Foe Air Identification Matrix	Omitted					
Exhibit 7 Air Defense States of Alert	Omitted					
Exhibit 8 CAP Management and Control Procedures	X	G-7	C-17-A-8-2MAW			
Exhibit 9 Air Defense Rules of Engagement	X	G-7	C-17-A-9-2MAW			
Exhibit 10 Aircraft Handover Procedures	X	G-7	C-17-A-10-2MAW			
Exhibit 11 Control (RADCON) Procedures	X	G-7	C-17-A-11-2MAW			
Exhibit 12 Passive Air Defense Measures	X	G-7	C-17-A-12-2MAW			

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Annex or Appendix	OpOrder	Staff Assignment	File Name	Due Date	Receipt Date	Formatted And Completed
Exhibit 13 Operational Reports	X	G-7	C-17-A-13-2MAW			
Attachment A Engagement Log	X	G-7	C-17-A-13-A-2MAW			
Attachment B Engagement Summary SITREP Log	X	G-7	C-17-A-13-B-2MAW			
Attachment C TAOC Operational Report	X	G-7	C-17-A-13-C-2MAW			
Attachment D ATC Operational Status Report	X	G-7	C-17-A-13-D-2MAW			
Attachment E LAAD Tactical Location Report	X	G-7	C-17-A-13-E-2MAW			
Attachment F EWC Equipment Status Report	X	G-7	C-17-A-13-F-2MAW			
Attachment G TACC Equipment Status Report	X	G-7	C-17-A-13-G-2MAW			
Attachment H DASC Equipment Status Report	X	G-7	C-17-A-13-H-2MAW			
Exhibit 14 Theater Missile Defense	Omitted					
Attachment A Patriot Battery Locations	Omitted					
Exhibit 15 Casualty Procedures	TBI	G-7	C-17-A-15-2MAW			
Tab B Offensive Air Support	X	G-3	C-17-B-2MAW			
Exhibit 1 Air Support Request Procedures	X	G-7	C-17-B-1-2MAW			
Attachment A Joint Tactical Air Strike Request Form	X	G-7	C-17-B-1-A-2MAW			
Exhibit 2 Air Control Procedures/Air Control Measures	X	G-7	C-17-B-2-2MAW			
Exhibit 3 Target Marking for Air Attack Procedures	X	G-7	C-17-B-3-2MAW			
Exhibit 4 Close Air Support Procedures	X	G-7	C-17-B-4-2MAW			
Attachment A Close Air Support Briefing Format	X	G-7	C-17-B-4-A-2MAW			
Exhibit 5 Deep Air Support	X	G-7	C-17-B-5-2MAW			
Exhibit 6 FAC/FAC(A) Procedures	X	G-7	C-17-B-6-2MAW			
Exhibit 7 TAC(A) Procedures	X	G-7	C-17-B-7-2MAW			

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Annex or Appendix	OpOrder	Staff Assignment	File Name	Due Date	Receipt Date	Formatted And Completed
Exhibit 8 Battle Damage Assessment (BDA) Reporting Procedures	X	G-7	C-17-B-8-2MAW			
Exhibit 9 Suppression of Enemy Air Defense Procedures	X	G-7	C-17-B-9-2MAW			
Tab C Assault Support	X	G-3	C-17-C-2MAW			
Exhibit 1 Assault Support Request Form	X	G-3	C-17-C-1-2MAW			
Exhibit 2 Medical Evacuation	X	G-3	C-17-C-2-2MAW			
Tab D Reconnaissance and Surveillance Plan	X	G-3	C-17-D-2MAW			
Tab E Supplementary Air Operations	X	G-3	C-17-E-2MAW			
Tab F Aircraft Armament	Omitted					
Tab G Air Control	X	G-7	C-17-G-2MAW			
Exhibit 1 Air Control Points	X	G-7	C-17-G-1-2MAW			
Exhibit 2 Track Areas	X	G-7	C-17-G-2-2MAW			
Tab H Air Communications	X	G-7/G-6	C-17-H-2MAW			
Exhibit 1 Frequency Sequence/RIO Procedures	X		C-17-H-1-2MAW			
Tab I Air Movement Plan/Flight Ferry	X	G-3	C-17-I-2MAW			
Tab J Aircraft Schedules	X	G-3	C-17-J-2MAW			
Tab K Air Tasking	X	G-7	C-17-K-2MAW			
Exhibit 1 ITO Format			C-17-K-1-2MAW			
Attachment A Alert Status Codes			C-17-K-1-A-2MAW			
Exhibit 2 F/A-18A/C Standard Conventional Loads (SCLs)	X		C-17-K-2-2MAW			
Exhibit 3 F/A-18D Standard Conventional Loads	X		C-17-K-3-2MAW			
Exhibit 4 AV-8B Standard Conventional Loads	X		C-17-K-4-2MAW			
Exhibit 5 EA-6B Standard Conventional Loads	X		C-17-K-5-2MAW			
Exhibit 6 AH-1W Standard Conventional Loads	X		C-17-K-6-2MAW			
Exhibit 7 CH-46E / CH-53E / UH-1N Standard Conventional Loads	X		C-17-K-7-2MAW			
Exhibit 8 KC-130 Standard Conventional Loads	X		C-17-K-8-2MAW			
Tab L Aviation Ground Safety						
Appendix 18 Operations Overlay	X	G-3	C-18-2MAW			
Appendix 19 Fire Support	X	G-3	C-19-2MAW			
Tab A Air Fire Plan	X	G-3	C-19-A-2MAW			
Tab B Artillery Fire Plan	Omitted					

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Annex or Appendix	OpOrder	Staff Assignment	File Name	Due Date	Receipt Date	Formatted And Completed
Tab C Naval Surface Fire Support Plan	Omitted					
Tab D Chemical Fire Plan	Omitted					
Tab E Targeting	Omitted	G-3/G-2				
Tab F Fire Support Coordination Plan	TBI	G-3	C-19-F-2MAW			
Appendix 20 Counter-Mechanized Plan	Omitted					
Appendix 21 Breaching Plan	Omitted					
Appendix 22 Obstacle Plan	Omitted					
Appendix 23 Maritime Pre-Positioning Operations	Omitted	G-3/G-4/Plans				
Annex D Logistics	X	G-4	D-2MAW			
Appendix 1 Host Nation Support	X	G-4/ALD	D-1-2MAW			
Appendix 2 Supply	X	G-4	D-2-2MAW			
Tab A Rapid Request Form	X	G-4	D-2-A-2MAW			
Appendix 3 Maintenance	X	G-4	D-3-2MAW			
Appendix 4 Transportation	X	G-4	D-4-2MAW			
Tab A En Route Support Requirements	Omitted					
Tab B Reception and Onward Movement	Omitted					
Appendix 5 General Engineering	X	G-4	D-5-2MAW			
Appendix 6 Health Services	X	G-4/MED	D-6-2MAW			
Tab A Preventive Medicine	X	G-4/MED	D-6-A-2MAW			
Tab B Medical Logistics	X	G-4/MED	D-6-B-2MAW			
Appendix 7 Food Service	X	G-4	D-7-2MAW			
Tab A Rations Cold Weather Usage Procedures	X	G-4	D-7-A-2MAW			
Tab B Required Reports	X	G-4	D-7-B-2MAW			
Tab C Required Forms	X	G-4	D-7-C-2MAW			
Tab D Sample Package Operational Ration Usage Rpt	X	G-4	D-7-D-2MAW			
Appendix 8 Aviation Logistics Support (ALD)	X	ALD	D-8-2MAW			
Tab A Maintenance	X	ALD	D-8-A-2MAW			
Tab B Supply	X	ALD	D-8-B-2MAW			
Exhibit 1 MALS-14 Requisition Flow Chart	X	ALD	D-8-B-1-2MAW			
Exhibit 2 MALS-26 Requisition Flow Chart	X	ALD	D-8-B-2-2MAW			
Exhibit 3 MALS-31 Requisition Flow Chart	X	ALD	D-8-B-3-2MAW			
Exhibit 4 Retrograde Flow	X	ALD	D-8-B-4-2MAW			
Exhibit 5 Transportation Plan for MALS-14	X	ALD	D-8-B-5-2MAW			
Exhibit 6 Transportation Plan for MALS-31	X	ALD	D-8-B-6-2MAW			

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Annex or Appendix	OpOrder	Staff Assignment	File Name	Due Date	Receipt Date	Formatted And Completed
Exhibit 7 Points of Contact	X	ALD	D-8-B-7-2MAW			
Exhibit 8 ADP Deployment Checklist	X	ALD	D-8-B-8-2MAW			
Tab C Ordnance (Class V(A))	X		D-8-C-2MAW			
Appendix 9 Embarkation	X	G-4	D-9-2MAW			
Appendix 10 Weapons and Ammunition	X	G-4	D-10-2MAW			
Tab A Class V(W) Munitions	X	G-4	D-10-A-2MAW			
Annex E Personnel	X	G-1	E-2MAW			
Appendix 1 EPWs, Civilian Internees, and Other Detained Persons	TBI		E-1-2MAW			
Appendix 2 Processing of Formerly Captured, Missing, or detained U.S. Personnel	Omitted	G-1	E-2-2MAW			
Appendix 3 Finance and Disbursing	Omitted	G-1	E-3-2MAW			
Appendix 4 Legal	Omitted	G-1/SJA	E-4-2MAW			
Appendix 5 Military Postal Offices	Omitted	G-1	E-5-2MAW			
Tab A Aerial Mail Terminals	Omitted	G-1	E-5-A-2MAW			
Tab B Military Post Offices	Omitted	G-1	E-5-B-2MAW			
Appendix 6 Chaplain Activities	X	G-1 Chaplain	E-6-2MAW			
Tab A Inter-Service Chaplain Support	TBI	G-1 Chaplain	E-6-A-2MAW			
Tab B Host Nation Religious Support	TBI	G-1 Chaplain	E-6-B-2MAW			
Tab C Command-Staff Chaplain Relationships	X	G-1 Chaplain	E-6-C-2MAW			
Appendix 7 Daily Strength Report (DSR)	X	G-1	E-7-2MAW			
Appendix 8 Joint Personnel Status Report (JperStat)	X	G-1	E-8-2MAW			
Appendix 9 Manning Documents	Omitted					
Appendix 10 Personnel Casualty Report (PCR) Instructions and Formats	Omitted					
Annex F Public Affairs	X	PAO	F-2MAW			
Appendix 1 Personnel Requirements for JIB and Sub-JIB	X	PAO	F-1-2MAW			
Appendix 2 Equipment and Support Requirements for JIB and Sub-JIB	X	PAO	F-2-2MAW			
Appendix 3 General Ground Rules for the Media	X	PAO	F-3-2MAW			
Appendix 4 DOD National Media Pool	X	PAO	F-4-2MAW			
Annex G Civil Affairs	Omitted					
Annex H Meteorological and Oceanographic Ops	X	G-2	H-2MAW			
Appendix 1 Astronomical and Climatic Data	Omitted					

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Annex or Appendix	OpOrder	Staff Assignment	File Name	Due Date	Receipt Date	Formatted And Completed
Appendix 2 Tidal Data	Omitted		H-2-2MAW			
Appendix 3 METOC Product Description	Omitted					
Annex J Command Relationships	X	G-3/G-7	J-2MAW			
Appendix 1 Command Relationships Diagram	X	G-3/G-7	J-1-2MAW			
Annex K Command, Control and Communications Systems	X	G-7/G-6	K-2MAW			
Appendix 1 Information Systems Security	TBI	G-6	K-1-2MAW			
Appendix 2 Defensive Information Warfare	TBI	G-6	K-2-2MAW			
Appendix 3 Communications Planning	TBI	G-6	K-3-2MAW			
Appendix 4 Satellite Communications Support	TBI	G-6	K-4-2MAW			
Tab A UHF SATCOM Network List	TBI	G-6	K-4-A-2MAW			
Tab B SHF SATCOM Network List	TBI	G-6	K-4-B-2MAW			
Annex L Environmental Considerations	Omitted					
Annex M Geospatial Information and Services	X	G-2	M-2MAW			
Appendix 1 Geospatial Information and Services List	X	G-2	M-1-2MAW			
Annex N Space Operations	Omitted					
Annex P Host Nation Support	Omitted	G-4	P-2MAW			
Appendix 1 List of Host Nation Support Agreements	Omitted	G-4	P-1-2MAW			
Annex Q Medical Services	Omitted					
Appendix 1 Joint Medical Regulating System	Omitted					
Appendix 2 Joint Blood Program	Omitted					
Appendix 3 Hospitalization	Omitted					
Appendix 4 Patient Evacuation	Omitted					
Appendix 5 Returns to Duty	Omitted					
Appendix 6 Medical Logistics (Class 8A) System	Omitted					
Appendix 7 Preventive Medicine	Omitted					
Appendix 8 Medical Command, Control, and Communications	Omitted					
Appendix 9 Host-Nation Medical Support	Omitted					
Appendix 10 Medical Sustainability Assessment	Omitted					
Appendix 11 Medical Intelligence Support to Military Operations	Omitted					
Appendix 12 Veterinary Medicine	Omitted					
Appendix 13 Medical Planning Responsibilities and Task Identification	Omitted					

Sample Operations Order Production Shell

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Annex or Appendix	OpOrder	Staff Assignment	File Name	Due Date	Receipt Date	Formatted And Completed
Annex S Special Technical Operations	Omitted					
Annex U Information Management	X	G-7	U-2MAW			
Annex W Aviation Operations	Omitted					
Annex X Execution Checklist	X	G-3	X-2MAW			
Annex Z Distribution	X	G-3	Z-2MAW			